

# Org Design *Canvas*

Six steps from strategy to a structure that works, for a reorganisation, a growth phase or a new team.

## 1 Start from strategy

Structure follows what the organisation must be good at. Write this before drawing any boxes.

**What must we achieve in the next 12–18 months?**

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**Three outcomes the new structure must make easier**

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## 2 Map the capabilities

What the organisation must be able to do, whoever does it today. Rate strength 1–3.

| CAPABILITY | STRENGTH TODAY | NEEDED IN 12 MONTHS | GAP AND ACTION |
|------------|----------------|---------------------|----------------|
|            |                |                     |                |
|            |                |                     |                |
|            |                |                     |                |
|            |                |                     |                |

## 3 Compare structure options

Score each option 1–5. Most growing companies end up with one main axis and one secondary axis.

| CRITERION            | BY FUNCTION | BY PRODUCT | BY CUSTOMER | BY REGION |
|----------------------|-------------|------------|-------------|-----------|
| Speed of decisions   |             |            |             |           |
| Depth of expertise   |             |            |             |           |
| Customer focus       |             |            |             |           |
| Cost and duplication |             |            |             |           |
| Fit with strategy    |             |            |             |           |

## 4 Set decision rights

Unclear decision rights cause more friction than the wrong structure. One decider per decision.

| DECISION               | DECIDES | CONSULTED | INFORMED |
|------------------------|---------|-----------|----------|
| Hiring into a new role |         |           |          |
| Budget changes         |         |           |          |
| Priorities             |         |           |          |
| Promotions             |         |           |          |

## 5 Check before you announce

- ☐ No manager has only one or two reports, unless the role is deliberately player-coach.
- ☐ Every manager role has real management work: hiring, development, priorities.
- ☐ The handoffs between teams are mapped, with an owner for each.
- ☐ You know who tells whom, in what order, before anything is announced.

## 6 Plan the rollout

A good design fails with a poor rollout. Decide the sequence before you announce anything.

| WHAT CHANGES | WHO IS AFFECTED | WHO TELLS THEM, AND WHEN | MAIN RISK |
|--------------|-----------------|--------------------------|-----------|
|              |                 |                          |           |
|              |                 |                          |           |
|              |                 |                          |           |

**Is structure really the problem?** If the same issues appear under every option you sketch, look first at leadership, priorities and decision rights. Moving boxes rarely fixes those.

Planning a reorganisation or a growth phase? [Book a free 20-minute call at kate-martin.co.uk](https://kate-martin.co.uk) →