

BENTLEY MOORE EXECUTIVE



**Organisation Design
Troubleshooting Services**

Organisation Design Troubleshooting Services

Introduction

An organisation's ability to deliver effectively, operationally or strategically, depends on the alignment between its structure, governance, people, and operating model.

When that alignment breaks down, inefficiencies multiply, accountability becomes blurred and performance declines.

Structural misalignment is often triggered by transformation, merger, outsourcing, or large-scale change. In such environments, governance becomes fragmented, spans of control distort, and decision-making slows, creating friction across every layer of the business.

Organisation Design Troubleshooting is a core strategic intervention that addresses failure or dysfunction in how a business is structured, governed, and operated.

It differs from typical organisation design consulting because it's **reactive, corrective, and diagnostic**, rather than purely developmental — it's deployed when the structure, decision framework, or operating model is *not working as intended*, or when major change (such as transformation, merger, or outsourcing) has exposed deep misalignment between strategy, structure, people, and delivery.

This service goes beyond theoretical design; it focuses on practical realignment, ensuring the structure supports delivery capability, operational stability, and strategic performance. It applies a holistic lens across organisation, people, technology, process, operations, services, and commercial dimensions to restore order, accountability, and coherence.

Organisation Design Troubleshooting Services

Organisation Design Troubleshooting Services are deployed when performance, governance, or delivery capability has degraded due to misaligned structures or poor operating model integration.

The service combines structural analysis, leadership alignment, and change assurance to uncover the causes of dysfunction and implement precise corrective actions.

Key objectives include:

- Reinstating alignment between strategic intent and operational delivery.
- Clarifying roles, governance, and decision-making authority.
- Reducing duplication, inefficiency, and internal friction.
- Ensuring the organisation's design enables performance rather than constrains it.
- Embedding practical change management to make improvements durable.

It applies equally to private and public sector organisations, whether following transformation, merger, or restructuring, and ensures the organisation's design remains a platform for growth and performance rather than a barrier.

Key Elements of Organisation Design Troubleshooting

1. Strategic and Structural Alignment

Assesses how the current organisational design supports or impedes achievement of strategic and operational objectives. Identifies disconnects between strategy, structure, and capability, and delivers targeted realignment.

2. Governance and Decision-Making Architecture

Redefines governance frameworks, decision pathways, and escalation routes. Clarifies authority and accountability, ensuring governance structures enable rather than inhibit effective management and oversight.

3. Role, Accountability, and Span of Control Review

Examines reporting lines and functional overlaps to rebalance authority, accountability, and capacity. Aligns roles to outcomes and simplifies the chain of command.

4. Capability and Resource Adequacy

Determines whether the organisation has the right mix of skills, experience, and capacity to meet objectives. Identifies resourcing gaps and defines targeted capability interventions.

5. Operating Model and Interface Redesign

Reviews handoffs and interdependencies between departments and functions. Redesigns interfaces to streamline collaboration, remove duplication, and ensure end-to-end delivery efficiency.

6. Process and Communication Coherence

Analyses key operational processes and communication flows to confirm they reinforce, rather than conflict with, the organisational structure. Embeds rhythm and transparency across delivery cycles.

7. Leadership and Cultural Alignment

Evaluates leadership cohesion, behavioural norms, and management culture. Realigns leadership practices with the redesigned organisation to reinforce accountability and performance.

8. Technology and Tooling Enablement

Ensures supporting systems, data, and workflow tools strengthen the organisation's structure and decision flow. Identifies and addresses technical or procedural misalignments that disrupt governance.

9. Performance Management and Metrics

Re-establishes meaningful performance indicators aligned with the redesigned structure. Links accountability and KPIs to organisational objectives and measurable business outcomes.

10. Change Management and Implementation Assurance

Implements controlled transition plans and change assurance frameworks to embed new designs effectively. Maintains delivery continuity and staff engagement throughout transition.

Essence of the Service

At its core, Organisation Design Troubleshooting is about restoring clarity, alignment, and functionality to a business structure that has lost cohesion or control.

It integrates strategic insight with operational discipline to deliver a functioning, high-performance organisation capable of executing its objectives.

Rather than focusing on theoretical models, the service delivers practical realignment that ensures the organisation's structure serves as an enabler of execution and performance, rather than a barrier to it, supporting effective delivery, reinforcing efficiency, accountability, and agility.

Organisation Design Troubleshooting Focus Areas

Organisation Design Troubleshooting operates across seven interconnected dimensions of the enterprise:

- **Organisation:** Governance, structure, hierarchy, and accountability alignment.
- **People:** Leadership effectiveness, capability, and resource adequacy.
- **Technology:** System and data enablement that supports organisational flow.
- **Process:** Clarity, consistency, and control across decision and delivery processes.
- **Operations:** Alignment of design intent with operational execution and efficiency.
- **Services:** Structural impact on client-facing service delivery and value creation.
- **Commercial:** Structural cost control, efficiency, and value-for-money alignment.

Each dimension is assessed for its contribution to organisational performance and its role in reinforcing (or undermining) strategic and operational coherence.

How We Can Help

We have extensive experience delivering Organisation Design Troubleshooting across both private and public sector organisations, particularly in environments affected by large-scale change, restructuring, or transformation.

Our consultants combine expertise in organisational strategy, transformation delivery, and operational governance to identify the root causes of dysfunction and execute rapid, controlled recovery.

We can engage at any stage of organisational development:

- **At Definition:** Validating proposed structures prior to deployment.
- **During Transition:** Stabilising and correcting emerging misalignments.
- **Post-Implementation:** Assessing effectiveness and embedding refinements.

Our core value proposition lies in restoring strategic and operational alignment through pragmatic, evidence-based intervention.

We deliver:

- Clear accountability and decision-making frameworks.
- Balanced structures that support capability and delivery.
- Removal of duplication and inefficiency across organisational layers.
- Leadership alignment and performance visibility.
- An embedded, functional operating model that sustains performance.

Organisation Design Troubleshooting ensures the organisation operates as an integrated, high-performing structure where governance, people, and processes are aligned to deliver strategic objectives with precision and confidence.

Contact Us

Should you wish to discuss any of your requirements and how we can help you, you can contact us as follows:

0333 012 9079

info@bentleymoore.co.uk

www.bentleymoore.co.uk/services

www.linkedin.com/company/bentley-moore-executive



Organisation Design Troubleshooting Services

Our Services



Website Services



Contact Details



Jason



Dave