



**ML**

A care system support  
organisation



# Organisational Design: From Vision to Implementation

NWLA Festival of Leadership - 7<sup>th</sup> October 2025

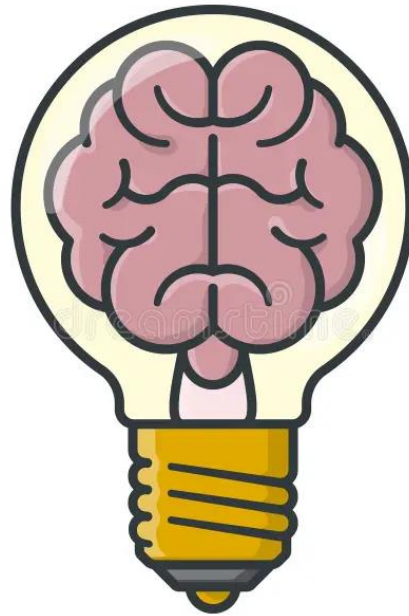
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# Expectations for the Session

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**Share  
Generously**



**Value all  
Contributions**



**Respect  
Confidentiality**

A hand holding a magnifying glass with a red handle and a gold frame. The magnifying glass is focused on the text 'MYTH BUSTING' written in bold, red, serif capital letters on a white background. A black pen is visible in the background to the right. The background is a light blue surface with some green foliage on the left.

# MYTH BUSTING

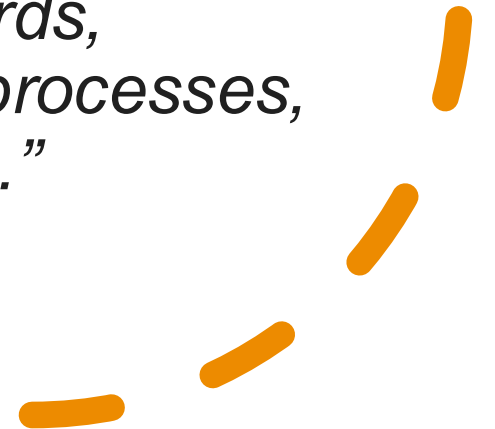
# Defining Organisational Design

**CIPD define organisation design as:**


*“A focus on aligning the shape and structure of an organisation with its strategy, involving:*

- reviewing what an organisation wants and needs*
- analysing the gap between where it is and where it wants to be*
- designing organisational practices that bridge that gap.*

*It often requires a review of systems, structures, people practices, rewards, performance measures, policies, processes, culture and the wider environment.”*



# Design vs Development



**Design** is about the “what” and how the organisation is structured to deliver its strategy.

**Development** is about the “who” and “how” people work together to sustain and improve performance.

.....**Two pieces of the same organisational puzzle.**

# Key Principles of Organisational Design



## Strategic Alignment

Align structure with purpose and strategy.



## Systems Thinking

Design holistically, understand how people, and processes interact.



## Future-Oriented Mindset

Build for adaptability and resilience for the future.



## Social Interaction and Engagement

Collaborate with stakeholders at all levels.



## Continuous Process

Dynamic ongoing process, will be iterative and should be embedded into BAU activity.

# You have a new job: Director of Success Prevention

“Your mission—  
should you  
choose to  
accept it...”



*You have been asked to lead on an  
Organisational Design project.  
Your job is to be as unsuccessful as  
possible.*

## **First 5 minutes**

List all the things you will do to be  
unsuccessful

## **Next 5 minutes**

Review the list and tick the ones you  
have experienced in real life

# Learning into action

- **How can organisational design help achieve strategic goals?**  
Are current challenges structural, cultural, or process related, and could design unlock progress?
- **Is there a shared understanding of 'organisational design'?**  
Would clarifying the concept help align efforts or bring others into the conversation?
- **Is there a team or service that could benefit from redesign?**  
Where are roles unclear, duplication present, outcomes weak, or coordination lacking?
- **Which models or frameworks from today could help address a current challenge?**  
Could tools like 7S or design principles offer useful insights?
- **How might good design principles improve your effectiveness?**  
Are structures aligned to purpose, accountabilities clear, and decision-making fit for purpose?
- **What small step could you take to test a design approach?**  
Who would you speak to, what data would you gather, and could you pilot a change?
- **Who else should be involved in design conversations?**  
Think leaders, patient reps, frontline teams, or system partners, who has insight or influence?



## Vision or problem statement

To better align people and processes through our discharge team to deliver better care to patients

## Current state

- Capacity not aligned to peaks in demand e.g. pharmacy
- Lack of real time information
- Limited overarching communication mechanisms with community care

## Future state

- Well planned discharge process
- Clear communication and accountability
- Meeting discharge targets
- High quality patient care

## Enablers

- Patient information / records
- Other services involved e.g. patient transport, pharmacy, rehab etc

## Key Stakeholders

- Clinical lead
- Operational manager
- Discharge team

# Thank you for listening and sharing

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**Appendix 1:**  
Unpacking the key  
principles

**Appendix 2:**  
Models and Tools

**Appendix 3:**  
Useful Reading

## Appendix 1: Unpacking the key principles



### **Strategic Alignment**

Align structure with purpose and strategy.

#### **Foundation of Organisational Design**

Strategic alignment ensures the organisational structure supports its mission and strategic objectives effectively.

#### **Resource Optimisation and Cohesion**

Alignment streamlines decision-making and deploys resources efficiently across all departments for unified progress.

#### **Dynamic and Ongoing Process**

Strategic alignment requires continuous review and adaptation to stay relevant amid changing market and leadership.

#### **Enhanced Responsiveness and Innovation**

Prioritising alignment helps organisations respond to change faster and be agile in delivery.

## Appendix 1: Unpacking the key principles



### **Systems Thinking**

Design holistically,  
understand how people,  
and processes interact.

### **Holistic Organisational View**

Views the organisation as an interconnected parts of a wider system, with potential to impact all parts with every change.

### **Avoiding Siloed Thinking**

This approach discourages isolated decisions by fostering collaboration between structures, processes, and people.

### **Enhanced Problem-Solving**

Systems thinking promotes identifying unintended consequences and supports integrated, effective solutions.

### **Adaptability and Resilience**

Organisations adapt to external changes and complexity, becoming more resilient through systemic design.

## Appendix 1: Unpacking the key principles



### **Future-Oriented Mindset**

Build for adaptability and resilience for the future.

### **Adaptability and Resilience**

Organisational design must be adaptable and resilient to evolve with changing context.

### **Decentralised Decision-Making**

Decentralising decision-making where possible to encourage flexibility and faster response to emerging challenges.

### **Continuous Learning and Innovation**

Fostering a culture of continuous learning and innovation prepares organisations for future challenges and opportunities.

### **Scenario Planning and Stress-Testing**

Scenario planning and stress-testing models help organisations anticipate disruptions and build strategic agility.

## Appendix 1: Unpacking the key principles



### **Social Interaction and Engagement**

Collaborate with stakeholders at all levels.

### **Human-Centered Design**

Organisational design integrates social processes to foster stakeholder involvement and build trust.

### **Inclusive Decision-Making**

Facilitating conversations and participatory methods ensures diverse perspectives are included in design choices.

### **Enhanced Engagement Benefits**

Engagement leads to smoother implementation, higher morale, and sustained organisational health and motivation.

## Appendix 1: Unpacking the key principles



### **Continuous Process**

Dynamic ongoing process, will be iterative and should be embedded into BAU activity.

### **Ongoing Evolution**

Organisational design must evolve continuously with strategy, workforce, and environment changes.

### **Iterative Improvements**

Continuous assessments support iterative changes, reducing disruption and enhancing adaptability.

### **Embedding Design in Rhythm**

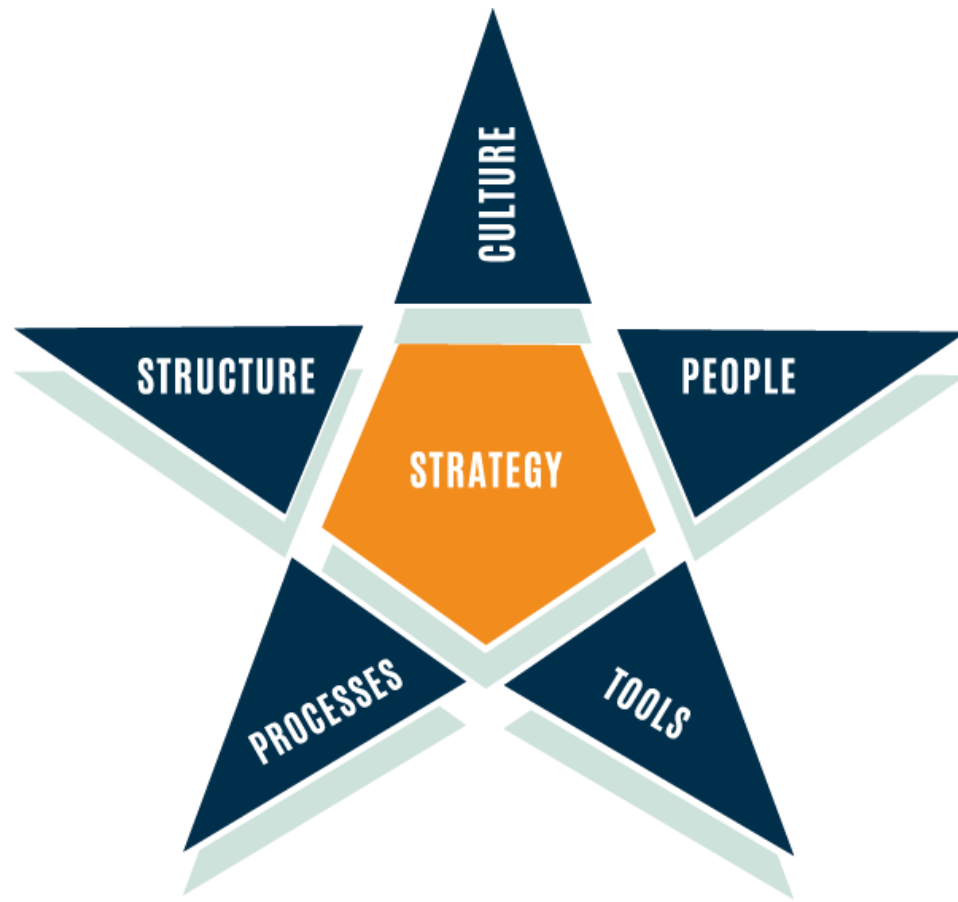
Incorporating design into governance and leadership fosters sustained effectiveness and innovation.

### **Culture of Resilience**

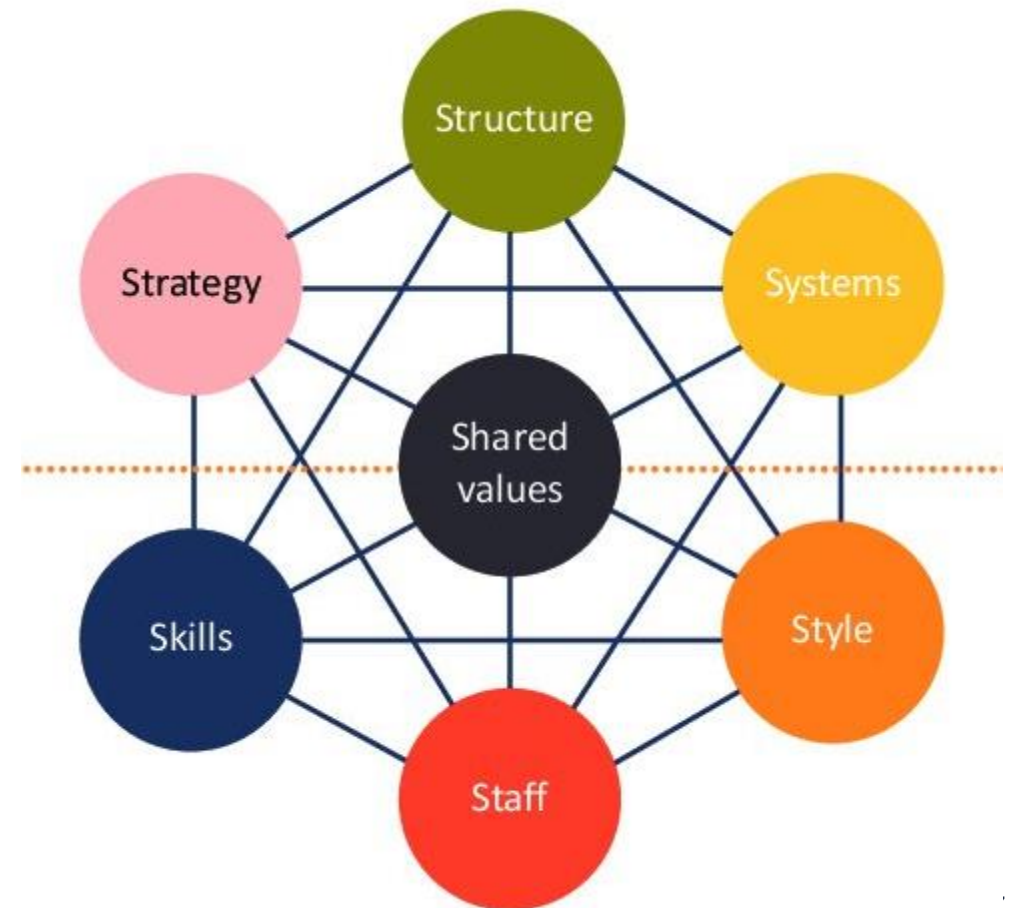
Viewing design as continuous promotes innovation, resilience, and long-term organisational success.

# Appendix 2: Models and tools

## STAR Model by Jay Galbraith



## McKinsey 7S



# Appendix 3: Useful Reading

- [Delivering organisational design at scale](#) (NHS Employers)
- [Empowering excellence: organisational development in an NHS trust](#) (King's Fund)
- [People Profession 2030: a collective view of future trends](#) (CIPD)
- [NHS Do OD conference Building the seat at the table: OD and organisation design](#) (NHS Employers)
- [Organisational Design and Operating Models in Housing](#) (Article)
- [Workforce transformation outcomes measurement framework](#) (Skills for Care)