



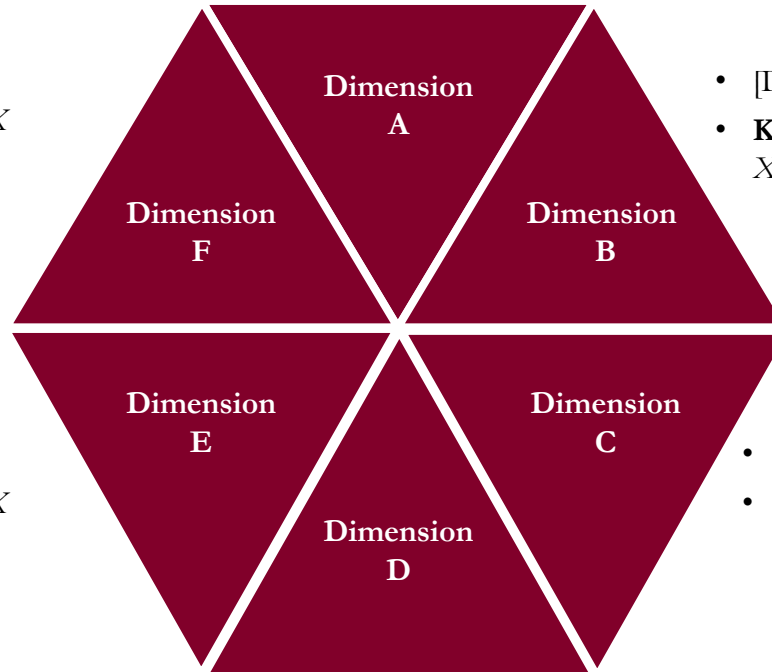
**Organizational Diagnostic:
Example Deliverable**

Maximizing Growth. Transforming Organizations. Unlocking Digital.

Core elements

- [Description of Dimension A]
- **Key question:** XXX XXX XXX
XXX XXX XXX XXX?

- [Description of Dimension F]
- **Key question:** XXX XXX XXX
XXX XXX XXX XXX?



- [Description of Dimension B]
- **Key question:** XXX XXX XXX XXX
XXX XXX XXX?

- [Description of Dimension E]
- **Key question:** XXX XXX XXX
XXX XXX XXX XXX?

- [Description of Dimension C]
- **Key question:** XXX XXX XXX XXX
XXX XXX XXX?

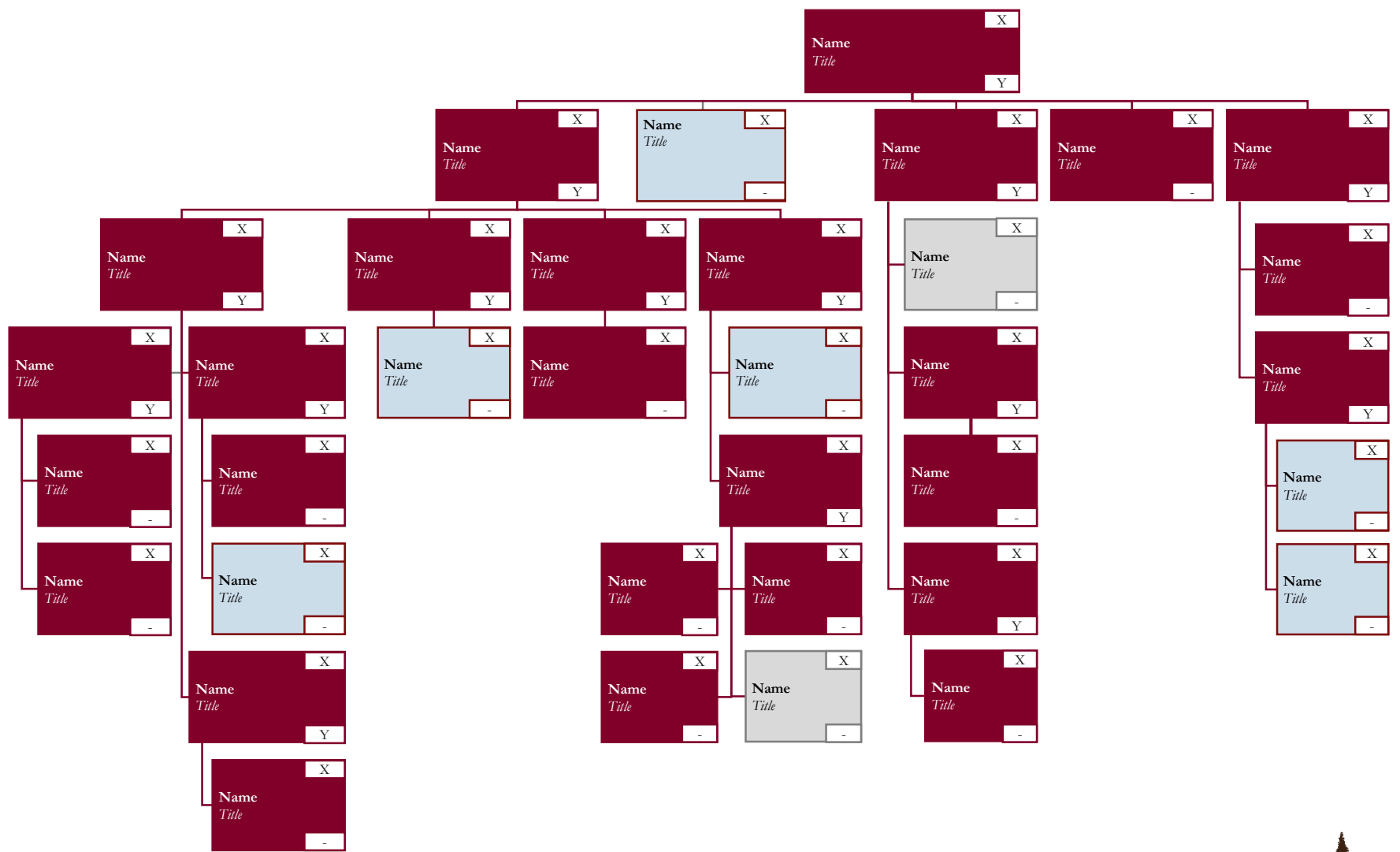
- [Description of Dimension D]
- **Key question:** XXX XXX XXX XXX
XXX XXX XXX?

Agenda

- **Organizational Diagnostic**
 - **Organizational Structure**
 - Responsibilities and Activities
 - Assessment of Spans and Layers
 - External Case Studies

X Leadership Team

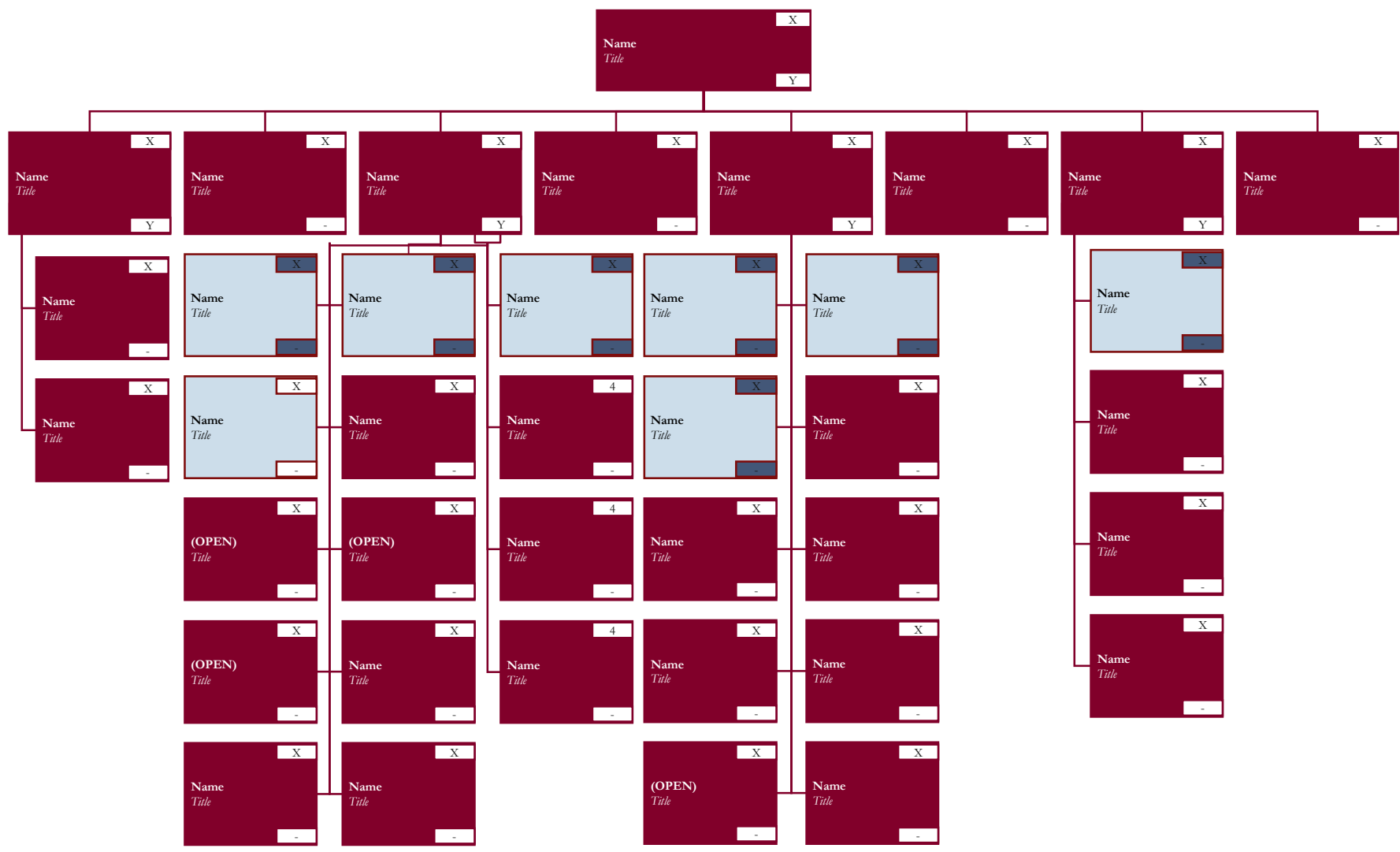
 Staff	Name	Level
 Contractor	<i>Title</i>	
 Rotation		Span



X Y Organization

	Staff
	Contractor
	Rotation

Name <i>Title</i>	Level
Name <i>Title</i>	Span



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X Y Organization

Staff	Name	Level
Contractor	<i>Title</i>	
Rotation	Span	

Name <i>Director Y</i>		
Name <i>Title</i>	Key activities <ul style="list-style-type: none"> • Job Title: X • Cost Center: X • MRC: X 	Key responsibilities <ul style="list-style-type: none"> • Lead X • Lead Y • Z
Name <i>Title</i>	<ul style="list-style-type: none"> • Contractor: X • X for A, B and C 	<ul style="list-style-type: none"> • Create X • Coordinate Y • Manage Z
Name <i>Title</i>	<ul style="list-style-type: none"> • Job Title: X • Lead for Y • Lead for Z 	<ul style="list-style-type: none"> • Lead X Team in Y • Z
Name <i>Title</i>	<ul style="list-style-type: none"> • Job Title: X • Cost Center: X • MRC: X 	<ul style="list-style-type: none"> • Lead X team • Lead Y team • Z
Name <i>Title</i>	<ul style="list-style-type: none"> • Job Title: X • Support Y • Support Z 	<ul style="list-style-type: none"> • Lead X team • Lead Y team • Z

X Z Organization

Staff	Name	Level
Contractor	Title	
Rotation	Span	

Name	Key activities	Key responsibilities
Director Z		
Name Title	<ul style="list-style-type: none"> Job Title: X Lead Y Lead Z Organizational Unit: X 	<ul style="list-style-type: none"> Manager for X Z
Name Title	<ul style="list-style-type: none"> Job Title: X 	<ul style="list-style-type: none"> Director for X Z
Name Title	<ul style="list-style-type: none"> Job Title: X MRC Name: X Sr. Manager for X Organizational Unit: X 	<ul style="list-style-type: none"> Sr. Manager for X Z
Name Title	<ul style="list-style-type: none"> Job Title: X Interim Lead for X Cost Center Description: X Organizational Unit: X 	<ul style="list-style-type: none"> Director for X Z
Name Title	<ul style="list-style-type: none"> Job Title: X Lead X Lead X support of Y Manage Z budget 	<ul style="list-style-type: none"> Manager for X Z
Name Title	<ul style="list-style-type: none"> Job Title: X Lead X pipeline Organizational Unit: X 	<ul style="list-style-type: none"> Director for X Z

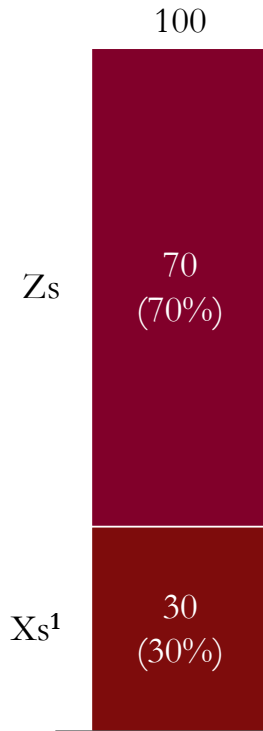
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Low A driven primarily by a high percentage of X¹ with a small number of Y

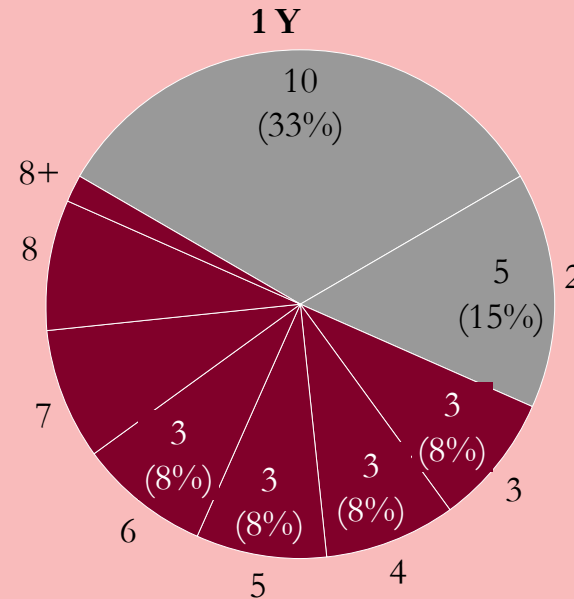
X% of employees are Xs¹

Number of employees¹ (% of total)



~45% of Xs have one or two Ys

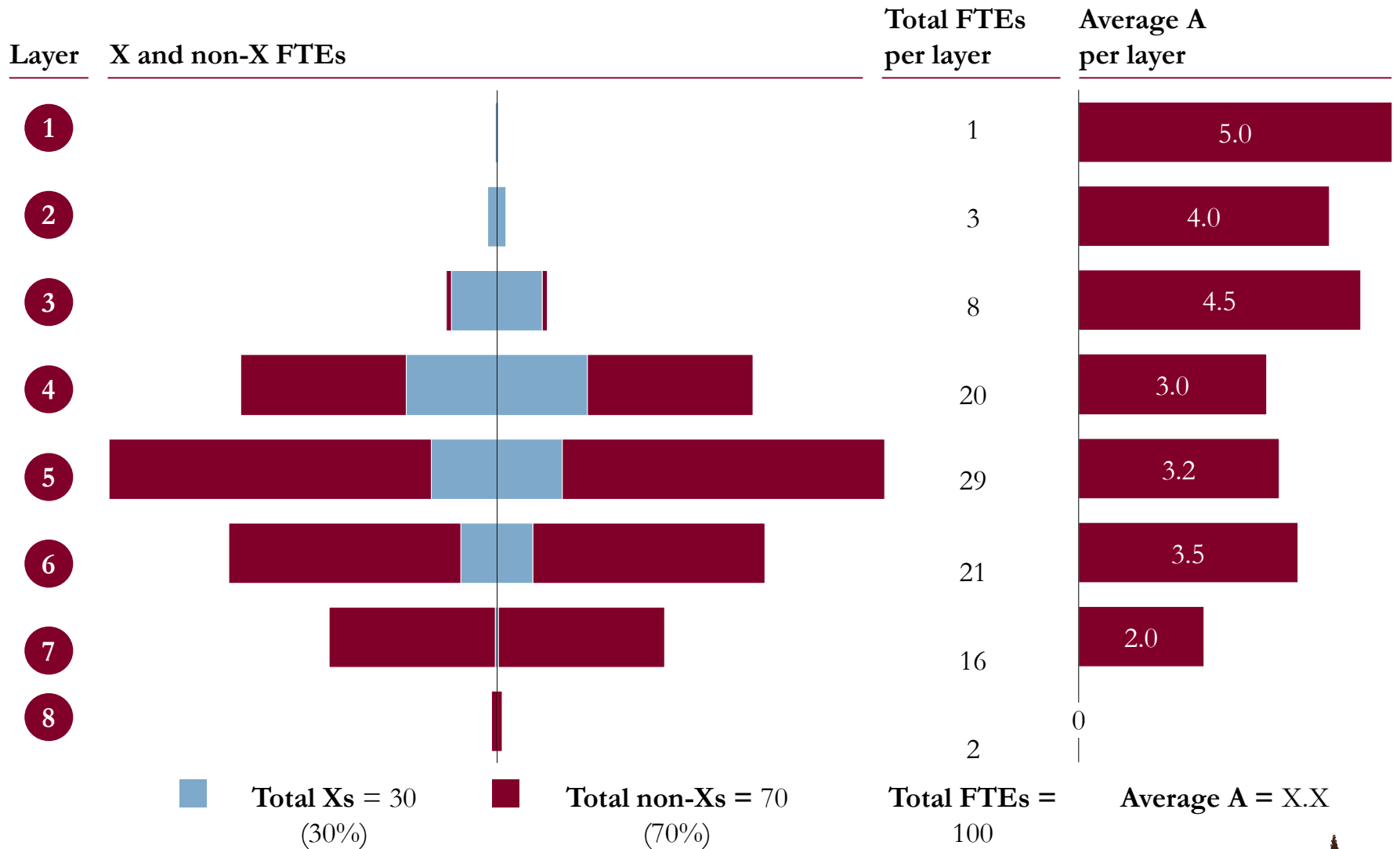
Number of Ys



- The average X's A is very B
- Consistently A across X in all C and D
- The number of E in X is high compared to Y

Note: (1) X defined as xxxxx xxx
Sources: Source 1, Source 2

As by organizational layer



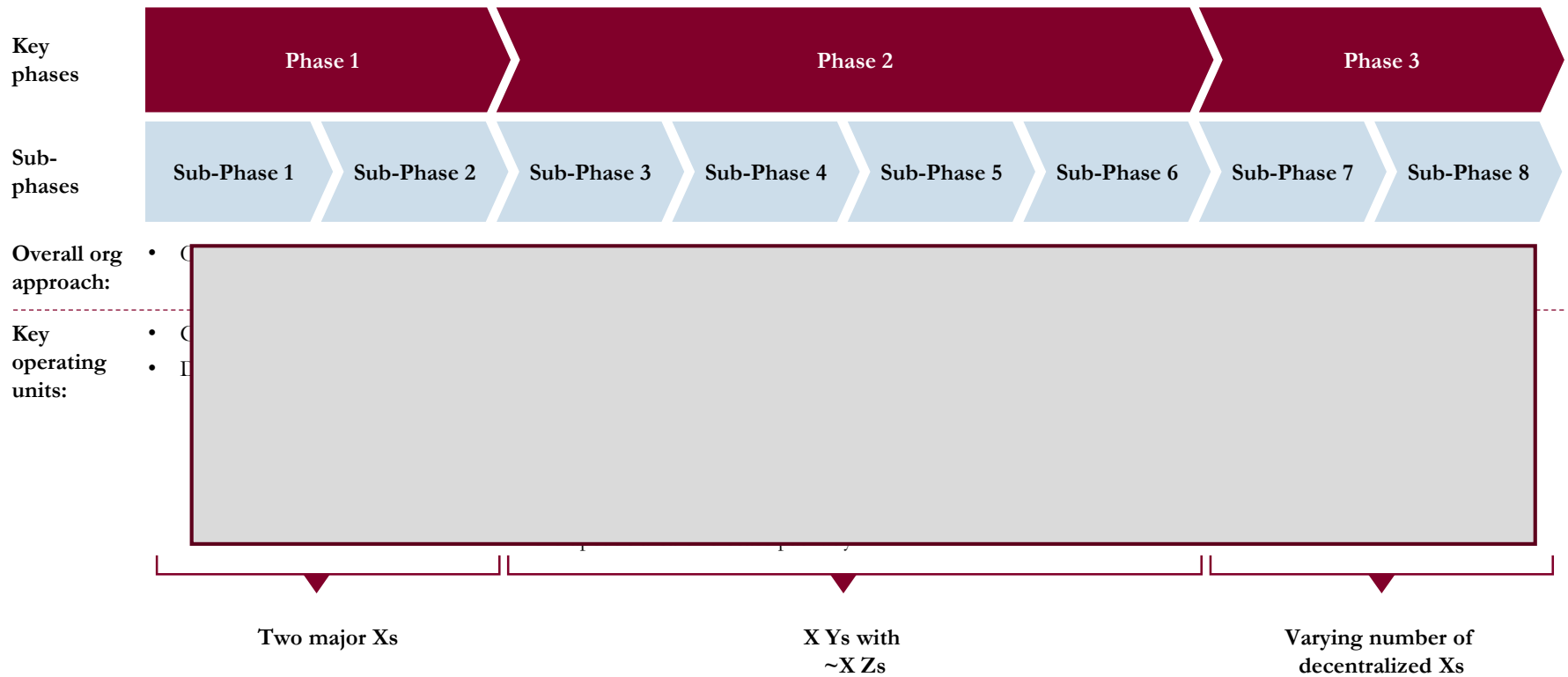
Note: Excludes X
Source: Source 1, Source 2

Agenda

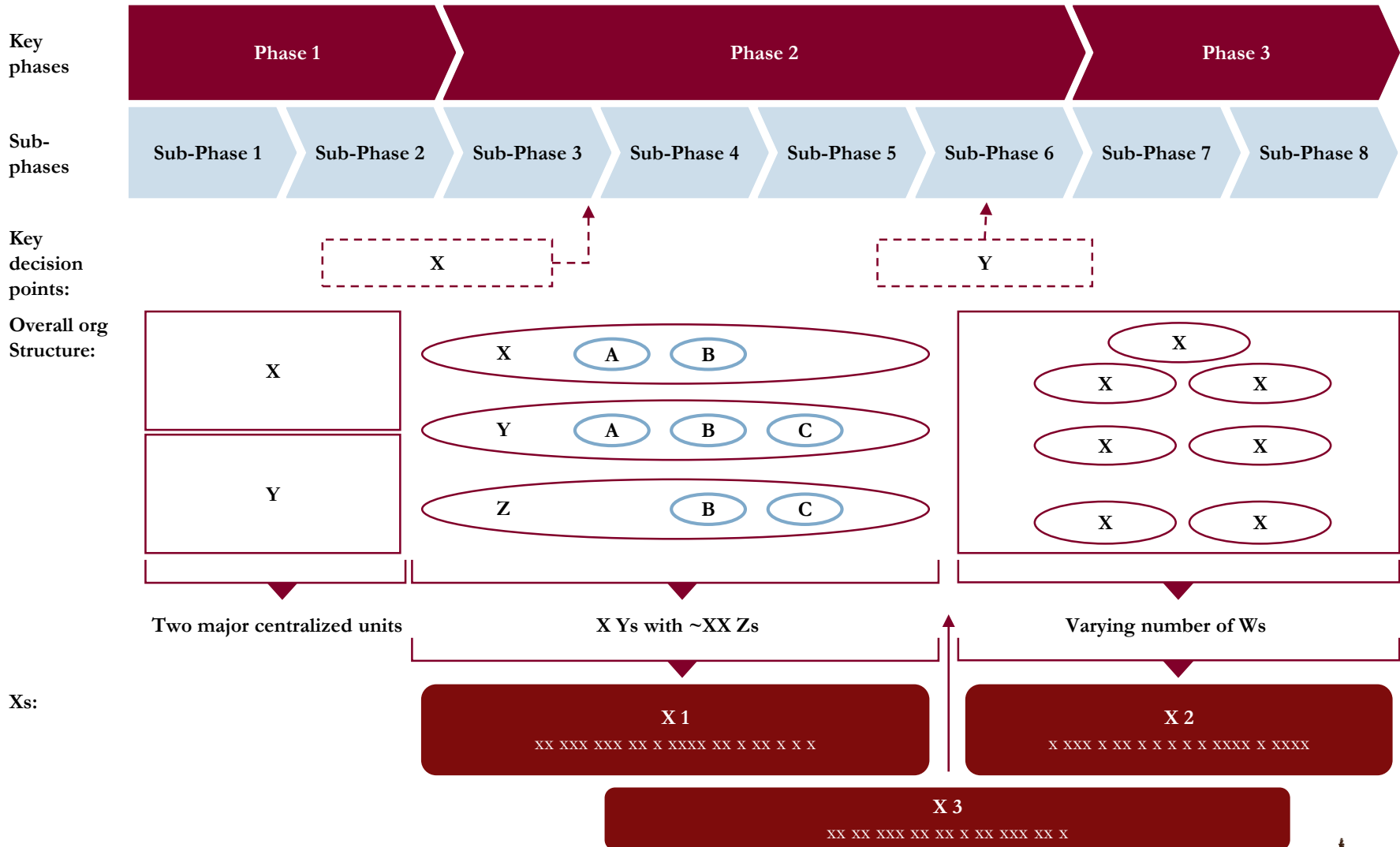
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X organizes its Y efforts into 3 key phases



X uses a largely decentralized process with Ys, Zs and Ws driving most work



X organizational insights (1/2)

Insight	Explanation	Potential takeaways
<p>Largely decentralized model with X led by Y and Z</p>		
<p>Centralized teams used in X with Y and no direct Z (e.g., A, B, C)</p>		
<p>Different teams used in X versus Y phases</p>		

X organizational insights (2/2)

Insight	Explanation	Potential takeaways
Specific Xs given Y and Z		
Uses Xs to make Y decisions		
Multiple X decisions made in Y based on A, B and C factors		