

Change and transformation: Business change management; Organizational design and implementation ORDI

Description

The planning, design and implementation of an integrated organisation structure and culture including the workplace environment, locations, role profiles, performance measurements, competencies and skills. The facilitation of changes needed to adapt to changes in technologies, society, new operating models and business processes. The identification of key attributes of the required culture and how these can be implemented and reinforced to bring about improved organisational performance.

Level 7

Establishes and communicates the need and rationale for organisational structure and culture change. Secures organisational commitment and resources needed for organisational and culture change. Leads organisational change by removing obstacles, advocating and lobbying for change at the highest levels. Puts in place mechanisms to reinforce and embed organisational and culture change. Acts as a role model for desired behaviours and sets consistent standards and expectations.

Level 6

Champions the value of new ways of working to address internal and external opportunities and threats arising from changes in technology, society and business models. Sets direction and leads in the introduction and use of organisation design techniques, methodologies and tools to change and improve organisation structures and culture to deliver business outcomes. Plans and leads organisation design activities; identifies alternatives, assesses feasibility, and recommends solutions. Identifies major changes affecting the organisation, and mobilises resources to implement changes. Initiates the definition of new organisation boundaries, and creates future organisation design, including location strategy and the number of locations required. Outlines performance measurement objectives and the high-level implementation approach.

Level 5

Implements organisational structure and culture change activities. Conducts impact assessments to ensure organisational structure and cultures are aligned to changes in processes, systems, technology and tools. Develops graphical representations of organisation models and structures to facilitate understanding and decision-making. Identifies and evaluates alternative solutions. Outlines how organisation structure, people development, jobs, teams and roles need to change to enable the future business processes. Aligns existing organisational structures, roles and jobs to new processes. Advises on implications of introducing new workplace models and tools.