

Structure Optimization Review (SOR)

“Enhanced strategic alignment, structural efficiency & agility”

Theoretical Underpinning

Our Structure Optimization Review methodology is underpinned by **Levels of Work (LoW) Complexity Framework**:

- The Levels of Work (LoW) framework provides a sound theoretical foundation that may be used to diagnose organisational effectiveness.
- The model has been comprehensively researched and validated and is used by many organisations world-wide, large and small.
- LoW enables the critical evaluation of current organisational structures and its associated role complexity. It provides a framework to design entirely new structures based on the complexity of its most senior roles and strategic intent of the business.

The SOR Process Involves:

- Meetings with the CEO / MD to determine the organisation's Level of Work
- Identifying the sample of jobs to be reviewed: identifying unique positions / job clusters
- Information gathering i.e., reviewing existing role profiles / job descriptions, identifying employees (incumbents and their managers) to participate in interviews & determining the 'spines of accountability'.
- Conducting SOR individual / group interviews: 2-hour structured interview sessions per job / cluster selected
- Reporting on current work levels and recommendations for effectiveness in the short to medium term.

SORs can be conducted in person or online

Benefits of Conducting a SOR

Improves Strategic Execution

- Aligns structure and people to successfully deliver on business goals.

Future-Proofs the Organisation

- Ensures readiness for both current demands and future challenges.

Eliminates Inefficiencies

- Reduces duplication, addresses structural compression, and any absent roles to deliver the most effective structure.

Clarifies Roles and Accountability

- Provides employees with clear responsibilities and expectations.

Enhances Individual Potential

- Frees people to work at their best, boosting efficiency and satisfaction.

Supports Smart Talent Placement

- Helps place the right people in the right roles using capability assessments.

Strengthens Succession Planning

- Improves leadership pipelines and long-term talent decisions.

Optimizes Resources

- Ensures people and structures are used in the most effective way.

Drives Engagement and Energy

- Aligns work with people's capabilities, increasing motivation and flow.