

SECTION 3 OUTLINES A RANGE OF TOOLS FOR USE IN THE ORGANISATIONAL STRUCTURING PROCESS.

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CHAPTER 15

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CHAPTER 15

15. INTRODUCING THE TOOL KIT

15.1 HOW THE TOOL KIT IS ORGANISED

There are many tools available to assist you with the organisational structuring process. The tools inventory gives you a selection of tools recommended in the Guide. These tools have been organised according to the phases and steps of the organisational structuring process. There are also further explanations of the tools and their application.

The tools in the tool kit appear in the same order as in Section 2 of the Guide to make it easier to navigate.

15.2 TOOLS INVENTORY

Phase	Types of tools		
Phase 1: Diagnosis	Steps 1 and 4 (Define problem and identify root cause) tools	Steps 2 and 3 (Strategic context and performance analysis) tools	Step 5 (Case for change) tools
	<ul style="list-style-type: none"> • Business excellence model. • Burke and Litwin model. • Root cause analysis. • Brainstorming. • Pareto analysis. • Cost of poor service delivery. • Fault tree analysis. • SWOT. • 7 S. • Dependencies map. 	<ul style="list-style-type: none"> • Determine critical success factors. • Value driver analysis. • Business focus matrix. • Service drivers review. • Benchmarking. • SWOT analysis of the critical success factors. • Critical success factor/ key performance factor vs. behaviour analysis. • Stakeholder requirement analysis. • Gap analysis tool. 	<ul style="list-style-type: none"> • Success indicator definition. • Structure questionnaire. • Design principles.
Phase 2: Determine requirements	Step 6 (Determine capacity requirements) tools	Step 7 (Develop service model) tools	
	<ul style="list-style-type: none"> • Backward process analysis and engineering (SIPOC). • Customer requirements analysis. • Process health check criteria. • Business process maps. • Quick structured map. • Process analysis and optimisation. • Dependencies map. • Process requirements matrix. • External requirements analysis. • Risk analysis. • Service capacity planning. • Organisational capability analysis. • Behaviour enabler identification. • Behaviour/structure analysis framework. • Structure constraints review. • Maturity analysis. • Structure assessment questionnaire. 	<ul style="list-style-type: none"> • Service model checklist. 	

Phase	Types of tools	
Phase 3: Design	Step 8 (Design organisational architecture) tools	Step 9 (Design positions) tools
	<ul style="list-style-type: none"> • Structure gap map. • Structure selection matrix. • Governance structure requirements matrix. • Benchmarking. • Behaviour/structure analysis framework. • Culture Print. • Industry best practices. • Organisational charts. • Structure assessment questions. 	<ul style="list-style-type: none"> • Staffing norms table. • Full-time equivalent calculation. • Single-column process chart. • Management span of control: diagnostic grid. • Group size effect chart. • Job description templates. • Position impact analysis. • RACI analysis. • Work synthesis. • Work process analysis.
Phase 4: Business case and planning	Step 10.1 (Develop business case) tools	Step 10.2 (Develop implementation plan) tools
	<ul style="list-style-type: none"> • Business case template. • Cost of poor service. • Cost-benefit analysis. • Activity based costing. • Costing tool. 	<ul style="list-style-type: none"> • Implementation options. • Stakeholder influence analysis. • Force field analysis. • Dependency analysis template. • Impact analysis. • Risk analysis. • Costing tool. • Implementation plan. • Burke and Litwin model.
Phase 5: Implementation	Step 11 (Implementation) tools	
	<ul style="list-style-type: none"> • Implementation plan. • Structure issues log. • Progress report (to be agreed as part of project management approach). 	
	Step 12 (Monitor and evaluate) tools	
Phase 6: Monitoring and evaluation	<ul style="list-style-type: none"> • M&E framework. • Monitoring and evaluation planning template. • Monitoring and evaluation report template. 	

Transversal processes	Types of tools
<p>Change management</p>	<ul style="list-style-type: none"> • Change strategy checklist. • External requirements identification. • Real-time strategic change (RTSC) methodology. • Framework for consultation. • Framework for selling case to key decision makers. • Checklist – obtaining approval from Executive Authority. • Checklist – consulting the MPSA. • Leadership/sponsorship alignment. • Communication planning matrix. • Force field analysis (refer to step 10.2).
<p>Project management</p>	<ul style="list-style-type: none"> • Implementation schedule (refer to step 10.2). • Review checklists. • Progress report templates (to be agreed as part of project management approach). • Impact analysis (refer to step 10.2).

