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# **BUSINESS ORGANIZATIONAL DESIGN FRAMEWORK ASSESSMENT TOOL**

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## INTRODUCTION TO THE BUSINESS ORGANIZATIONAL DESIGN FRAMEWORK ASSESSMENT TOOL

Every business is built on structure—and the way that structure is designed has a direct impact on performance, culture, and growth. The **Business Organizational Design Framework Assessment Tool** is designed to help leaders step back and evaluate whether their current setup truly supports their goals, or whether changes are needed to unlock greater effectiveness.

This tool draws from some of the most respected organizational models—such as McKinsey’s 7S Framework, Mintzberg’s configurations, Galbraith’s Star Model, and others. By working through the assessment, leaders gain clarity on how well their strategy, structure, systems, people, and culture align with one another. It highlights whether your business is leaning too heavily on hierarchy, struggling with agility, underutilizing talent, or failing to connect strategy with execution.

The assessment doesn’t just provide theory—it points you toward practical recommendations. Based on your responses, it suggests which organizational design frameworks best fit your situation, and even outlines hybrid approaches when multiple models are relevant. This makes it less about abstract concepts and more about finding the right fit for your unique challenges and opportunities.

At its heart, this tool is about intentional design. Rather than allowing your structure to evolve haphazardly, it gives you a structured process to ensure your organization is aligned, adaptable, and positioned for long-term success.

# QUICK OVERVIEW OF FRAMEWORKS

## McKinsey 7S Framework

For more information, visit: [McKinsey 7S Framework](#)

Developed by McKinsey & Company, this framework emphasizes the alignment of seven internal elements—Strategy, Structure, Systems, Shared Values, Style, Staff, and Skills—for organizational effectiveness. It is widely used for restructuring, performance evaluation, and change management.

## Mintzberg's Organizational Configurations

For more information, visit: [Mintzberg's Organizational Configurations](#)

Henry Mintzberg identified five fundamental structures—Simple Structure, Machine Bureaucracy, Professional Bureaucracy, Divisionalized Form, and Adhocracy—each suited for different business environments. This model helps organizations define their best-fit structure based on complexity and operational needs.

## Matrix Model

For more information, visit: [Matrix Organizational Structure](#)

The Matrix Structure blends functional and product-based structures, allowing employees to report to multiple managers. It is commonly used in multinational corporations and project-driven organizations to enhance cross-functional collaboration.

## Weisbord's Six-Box Model

For more information, visit: [Weisbord's Six-Box Model](#)

Marvin Weisbord's model is a diagnostic tool that assesses six key areas: Purpose, Structure, Relationships, Rewards, Leadership, and Helpful Mechanisms. It is particularly useful for identifying organizational inefficiencies and aligning processes.

## Ambidextrous Organization

For more information, visit: [Ambidextrous Organization](#)

This model helps businesses balance exploration (innovation) and exploitation (efficiency). Companies that adopt this approach structure their teams to simultaneously focus on new opportunities and operational stability.

## Competing Values Framework

For more information, visit: [Competing Values Framework](#)

Developed by Cameron and Quinn, this framework categorizes organizations into four cultural types: Clan (collaborative), Adhocracy (creative), Market (competitive), and Hierarchy (controlled). It is widely used for assessing and shaping corporate culture.

## Adhocracy Model

For more information, visit: [Adhocracy Model](#)

The Adhocracy structure prioritizes flexibility, innovation, and entrepreneurial decision-making. It is commonly seen in startups and tech-driven companies that thrive in dynamic environments.

## Galbraith's Star Model

For more information, visit: [Galbraith's Star Model](#)

Jay Galbraith's model outlines five design components—Strategy, Structure, Processes, Rewards, and People—ensuring that an organization's design is aligned with its strategy for optimal performance.

## Nadler-Tushman Congruence Model

For more information, visit: [Nadler-Tushman Congruence Model](#)

This model examines the alignment between Inputs, Transformation Processes, and Outputs to diagnose organizational effectiveness. It is particularly effective for companies undergoing large-scale change.

## Greiner's Growth Model

For more information, visit: [Greiner's Growth Model](#)

Larry Greiner's model outlines five phases of organizational growth, each with an associated crisis. Businesses can use this framework to anticipate challenges and plan for sustainable expansion.

## Holacracy

For more information, visit: [Holacracy](#)

Holacracy replaces traditional hierarchies with self-managed teams. Decision-making is distributed across roles rather than concentrated in leadership, making it effective for agile and innovative companies.

## Socio-Technical Systems Theory

For more information, visit: [Socio-Technical Systems Theory](#)

This theory emphasizes optimizing both the social and technical aspects of an organization to improve productivity and employee satisfaction. It is widely used in industries integrating automation and human collaboration.

## Organizational Network Analysis (ONA)

For more information, visit: [Organizational Network Analysis](#)

ONA maps informal communication networks within an organization, identifying key influencers and bottlenecks. It is useful for improving knowledge sharing and collaboration.

## Lawrence & Lorsch's Differentiation and Integration

For more information, visit: [Lawrence & Lorsch's Model](#)

This framework addresses how businesses balance specialization (differentiation) and coordination (integration) in response to external complexity and uncertainty.

## Jay Galbraith's Information Processing Model

For more information, visit: [Jay Galbraith's Information Processing Model](#)

This model assesses how organizations manage information flow and decision-making efficiency. It is particularly useful for data-driven companies and fast-moving industries.

## Goold & Campbell's Nine Tests

For more information, visit: [Goold & Campbell's Nine Tests](#)

This model evaluates whether an organization's structure is effective by testing elements such as accountability, efficiency, and strategic fit.

## Burke-Litwin Model

For more information, visit: [Burke-Litwin Model](#)

This model differentiates between transformational and transactional factors in organizational change. It is commonly used for large-scale corporate restructuring.

## Bridges' Transition Model

For more information, visit: [Bridges' Transition Model](#)

This model focuses on the psychological aspects of change, helping organizations manage the human side of transitions effectively.

## Lewin's Three-Stage Model

For more information, visit: [Lewin's Change Management Model](#)

Developed by Kurt Lewin, this simple yet effective model outlines three phases of change: Unfreeze, Change, and Refreeze, ensuring sustainable organizational transformations.

## Handy's Cultural Types

For more information, visit: [Handy's Cultural Types](#)

Charles Handy identified four cultural types—Power, Role, Task, and Person—each representing different authority distribution and decision-making styles. This model helps businesses understand and adapt their organizational culture.

## INSTRUCTIONS:

This assessment helps determine the most suitable organizational design framework for your business. Answer the questions honestly, and based on your responses, you will receive a recommendation for a primary framework. If multiple frameworks align with your needs, a hybrid approach will be suggested.



## Step 1: Organizational Strategy & Structure

### 1. What is your organization's primary goal?

- ☐ (a) Growth and scaling efficiently
- ☐ (b) Innovation and adaptability
- ☐ (c) Process optimization and standardization
- ☐ (d) Balancing efficiency with agility
- ☐ (e) Managing complex decision-making under uncertainty
- ☐ (f) Aligning culture with business strategy

### 2. How is decision-making currently structured in your company?

- ☐ (a) Centralized at the leadership level
- ☐ (b) Distributed among specialized teams
- ☐ (c) A mix of centralized and decentralized approaches
- ☐ (d) Largely self-managed with autonomous teams
- ☐ (e) Based on a flexible, networked structure
- ☐ (f) A highly data-driven and structured approach

### 3. How does your organization handle change?

- ☐ (a) Follows structured change management processes
- ☐ (b) Adapts flexibly to market demands
- ☐ (c) Faces resistance but eventually adjusts
- ☐ (d) Prioritizes cultural alignment before implementing change
- ☐ (e) Focuses on human psychology and transition management
- ☐ (f) Uses data and information flow to drive decisions



## Step 2: Workforce & Culture

### 4. What best describes your workforce's operational structure?

- ☐ (a) Hierarchical with clear roles and responsibilities
- ☐ (b) Project-based with cross-functional teams
- ☐ (c) A mix of structured departments and cross-functional collaboration
- ☐ (d) A highly autonomous, self-managed workforce
- ☐ (e) A matrixed structure with dual reporting lines
- ☐ (f) A flexible, cultural-first structure

### 5. What is the primary driver of performance in your organization?

- ☐ (a) Leadership direction and accountability
- ☐ (b) Incentives, rewards, and performance metrics
- ☐ (c) Knowledge sharing and collaboration
- ☐ (d) Innovation, creativity, and experimentation
- ☐ (e) Data, technology, and efficiency-driven processes
- ☐ (f) Strong alignment between structure and strategy

### 6. What cultural aspect is most emphasized in your organization?

- ☐ (a) Stability and efficiency
- ☐ (b) Competition and results
- ☐ (c) Teamwork and collaboration
- ☐ (d) Flexibility and adaptability
- ☐ (e) Balance between specialization and integration
- ☐ (f) A structured, value-driven culture

## Step 3: External Environment & Adaptability

### 7. How stable is your industry?

- ☐ (a) Predictable with few disruptions
- ☐ (b) Dynamic and evolving rapidly
- ☐ (c) Moderately stable but with occasional disruptions
- ☐ (d) Highly volatile and requires constant adaptation
- ☐ (e) Requires balancing exploration and exploitation
- ☐ (f) Dependent on complex stakeholder interactions

### 8. What is your organization's approach to technology and information processing?

- ☐ (a) Uses structured workflows and standardized data systems
- ☐ (b) Invests heavily in data-driven decision-making
- ☐ (c) Balances traditional processes with tech-enabled flexibility
- ☐ (d) Prioritizes agile tools for decentralized decision-making
- ☐ (e) A strong network of informal and formal knowledge-sharing processes
- ☐ (f) Uses information processing models for decision-making

### 9. How does your company integrate different functional areas (e.g., sales, marketing, R&D)?

- ☐ (a) Through well-defined reporting structures
- ☐ (b) Through cross-functional teams and flexible work arrangements
- ☐ (c) Through centralized leadership with periodic collaboration
- ☐ (d) Through self-managed teams and digital collaboration tools
- ☐ (e) A balance of differentiation and integration mechanisms
- ☐ (f) Informal influence networks drive integration

## Step 4: Recommendations

### Primary Framework Selection:

#### ► **Mostly (a):**

- McKinsey 7S Framework (for strategic alignment)
- Mintzberg's Organizational Configurations (for structured decision-making)
- Matrix Model (for dual reporting and complex team management)
- Weisbord's Six-Box Model (for diagnosing organizational effectiveness)

#### ► **Mostly (b):**

- Ambidextrous Organization (balancing innovation and execution)
- Competing Values Framework (for cultural adaptability)
- Adhocracy Model (for high flexibility and entrepreneurial environments)

#### ► **Mostly (c):**

- Galbraith's Star Model (aligning people, rewards, and processes)
- Nadler-Tushman Congruence Model (ensuring strategic fit)
- Greiner's Growth Model (managing growth phases and crises)

#### ► **Mostly (d):**

- Holacracy (for self-managed teams)
- Socio-Technical Systems Theory (balancing human and technical factors)
- Organizational Network Analysis (ONA) (mapping informal influence and decision-making)

#### ► **Mostly (e):**

- Lawrence & Lorsch's Differentiation and Integration (balancing functional specialization)
- Jay Galbraith's Information Processing Model (improving data-driven decision-making)
- Goold & Campbell's Nine Tests (for structural optimization)

#### ► **Mostly (f):**

- Burke-Litwin Model (integrating transformational and transactional changes)
- Bridges' Transition Model (managing emotional and structural transitions)
- Lewin's Three-Stage Model (for structured change management)
- Handy's Cultural Types (assessing and adjusting corporate culture)

#### ► **If No Majority is Found:**

If your answers are evenly distributed across multiple categories, consider the following:

- Identify which responses align with your current pain points or strategic priorities.
- Focus on the hybrid approach by integrating elements from two or three key frameworks that best match your responses.
- Prioritize a framework that best addresses your organization's biggest challenges (e.g., growth, innovation, cultural alignment, or process efficiency).
- Conduct a leadership workshop to further refine priorities before selecting a framework.

## Hybrid Approach Suggestions:

- ▶ **(a) & (b):** Balance between structure and flexibility using Lawrence & Lorsch's Differentiation and Integration model.
- ▶ **(a) & (c):** Use Weisbord's Six-Box Model for diagnosing issues, paired with Goold & Campbell's Nine Tests for structural efficiency.
- ▶ **(b) & (d):** Leverage Bridges' Transition Model for cultural alignment and Lewin's Three-Stage Model for structured change.
- ▶ **(c) & (e):** Employ Burke-Litwin Model to align strategic and operational shifts.
- ▶ **(d) & (f):** Combine Socio-Technical Systems Theory with Organizational Network Analysis (ONA) for agility and informal collaboration.
- ▶ **(e) & (f):** Utilize Handy's Cultural Types alongside Competing Values Framework for culture-driven structural alignment.

## Final Step: Implementation

- ▶ Conduct a strategic review using your recommended framework.
- ▶ Align leadership, structure, and culture for optimal performance.
- ▶ Implement changes incrementally for smooth adoption.
- ▶ Consider a hybrid approach if multiple frameworks are relevant.

This assessment guides organizations in choosing the most effective framework, ensuring alignment between strategy, structure, and external market conditions.





# RECOMMENDED ROADMAP FOR MOVING FORWARD

Based on the assessment results, here's a structured roadmap to guide the implementation of your organizational design framework:

## Phase 1: Assessment & Alignment (Weeks 1-4)

### 1. Review Your Assessment Results

- ▶ Identify the recommended primary framework(s) and hybrid approach.
- ▶ Discuss results with leadership and key stakeholders.

### 2. Conduct an Internal Audit

- ▶ Evaluate current organizational structure, processes, culture, and performance.
- ▶ Identify misalignments between strategy and execution.

### 3. Align Leadership & Stakeholders

- ▶ Ensure leadership is aligned with the chosen framework.
- ▶ Communicate the rationale for the new structure to key teams.

## Phase 2: Design & Customization (Weeks 5-8)

### 4. Develop a Framework Implementation Plan

- ▶ Define key milestones, responsibilities, and resources needed.
- ▶ Determine whether adjustments are needed for hybrid framework integration.

### 5. Customize the Framework for Your Business

- ▶ Adapt the framework's principles to fit your organization's unique needs.
- ▶ Define key processes, decision-making structures, and accountability measures.

### 6. Test and Validate with a Pilot Program

- ▶ Implement changes in a controlled environment (e.g., specific departments or teams).
- ▶ Gather feedback on effectiveness and areas for refinement.

## Phase 3: Full Implementation & Change Management (Weeks 9-16)

### 7. Roll Out the New Structure Gradually

- ▶ Prioritize high-impact areas for immediate changes.
- ▶ Establish feedback loops to track progress and address challenges.

## 8. Engage in Change Management

- ▶ Use Bridges' Transition Model or Lewin's Three-Stage Model to address cultural and psychological adjustments.
- ▶ Provide training and resources to help employees adapt.

## 9. Monitor Key Performance Indicators (KPIs)

- ▶ Set measurable goals based on the framework's objectives.
- ▶ Track efficiency, collaboration, and business outcomes to assess success.

# Phase 4: Optimization & Continuous Improvement (Ongoing)

## 10. Review and Adjust

- ▶ Conduct periodic check-ins (quarterly or semi-annually).
- ▶ Identify areas needing refinement or additional integration.

## 11. Foster a Culture of Continuous Improvement

- ▶ Encourage cross-functional collaboration and knowledge sharing.
- ▶ Ensure the framework remains adaptable to future business needs.

## 12. Scale and Institutionalize Best Practices

- ▶ Expand successful practices across the organization.
- ▶ Document learnings and refine processes for long-term sustainability.

By following this structured roadmap, your organization will be able to effectively transition to the chosen framework while ensuring alignment with business goals and minimizing disruptions. Let me know if you'd like any refinements!

