

# Detailed checklist of your operating model

The questions in the checklist will give you a good sense of whether you are on the right track at a more detailed operating level. For your organisation, some will be of higher priority than others – and you may also have specific drivers that you need to consider and respond to. If you need help answering these questions or to discuss your findings with our experts, get in touch.

How fit is your organisation design?	YES	NO
<b>Strategy and Alignment</b>		
Do customers and stakeholders understand how to connect with the people and processes of the organisation?		
Is delivery to customers smooth and efficient?		
Does everyone in the organisation understand how they create value for the organisations' shareholders or stakeholders?		
Are individual goals and accountabilities clear and embraced by job holders?		
Has the organisation been mindfully designed based on the strategy, or is it an evolution or patchwork?		
Are teams and roles designed based on the strategy, rather than evolving around individuals?		
Is the current culture aligned to the desired culture that would support the strategy and values of the organisation?		
Are innovation, collaboration and cross-pollination supported between divisions or groups?		
Is there a collective understanding of and responsiveness to the needs of customers and stakeholders?		
Can the organisation adapt and respond to the external environment and to change?		
Is the value-add of each management role or layer clear?		
<b>Operational efficiency</b>		
Are important processes and ownership mapped so that there are no gaps or overlaps in accountabilities?		
Are rules, systems, policies and processes clear?		
Are meetings focused and efficient?		
Does the level of centralization strike a balance between unique needs and economies of scale?		
Are business processes such as budgeting, financial reporting and analysis, objective setting, performance management and reward streamlined, efficient and effective?		
Are back office/support groups reasonable in size relative to the operations of the organisation?		
Does expertise get shared across divisions or groups, and organisational knowledge retained?		
Are the organisation's financial and human resources managed with ease and flexibility?		
Is the organisation absent of "silos" and "empires"?		
Are roles designed in terms of accountabilities and results (outputs) rather than duties (inputs)?		

How fit is your organisation design?	YES	NO
<b>Talent management and enablement</b>		
Is the culture clear and consistent, so that there is a sense that everyone is playing by the same rules?		
Do decisions get made efficiently, with the right people involved?		
Do employees report that they are both engaged and enabled to deliver?		
Are you able to grow people internally for key management and senior professional roles?		
Do employees report that they receive the leadership, mentorship and support they require?		
Do leaders report that they have the time to lead and mentor within their teams?		
Is complexity or confusion around job descriptions or accountabilities rare and quickly addressed?		
Are job portfolios appropriate and balanced, creating meaningful jobs that are realistic?		
When individuals are placed in roles, is consideration given to both the technical skills and knowledge and the behavioural competencies required?		
Would employees, customers and stakeholders describe the organisation as “fair”?		
Do employees have a sense of influence and voice in the organisation?		

If you need help answering these questions or to discuss your findings with our experts, get in touch: [insightsapac@kornferry.com](mailto:insightsapac@kornferry.com).

#### About Korn Ferry

Korn Ferry is a global organizational consulting firm. We help clients synchronize strategy and talent to drive superior performance. We work with organizations to design their structures, roles, and responsibilities. We help them hire the right people to bring their strategy to life. And we advise them on how to reward, develop, and motivate their people.