

This structure perfectly captures the multi-faceted challenge of linking organizational structure to digital strategy and the evolving 'Future of Work' model—a common and high-value MBB project.

Here is the comprehensive action plan for a **Global Organizational Redesign**, delivered from the perspective of a Senior MBB Partner.

Comprehensive Action Plan: Global Organizational Redesign and Future of Work

Section	Content
Preamble/Role	Senior Partner, MBB Firm. The company is a global pharmaceutical firm committed to a 50% increase in digital R&D investment. It requires a flatter, more agile structure and a hybrid work model to attract and retain top digital and scientific talent.
Core Mandate	Design a comprehensive action plan for a Global Organizational Redesign across R&D and Operations. The plan must align the new structure with the digital strategy, optimize spans of control from 1:5 to 1:8 (manager-to-report ratio), and institutionalize a permanent hybrid operating model .
Objective	Implement the new operating model, achieve the target Span of Control (1:8), and close 75% of critical digital talent gaps by Q1 2027 (18 months).

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Compelling Why	The current hierarchical structure impedes decision-making, resulting in 30% slower digital product time-to-market compared to competitors. The redesign will create a 20% more efficient management layer (reducing OpEx), significantly improve employee productivity (estimated 15% due to reduced internal coordination), and enhance the employer value proposition for in-demand digital talent. The strategic imperative is to ensure the organizational structure is an accelerator, not a bottleneck, for the digital strategy.
Approach	Phase 1: Strategy-to-Structure Mapping (Months 1-3): Define five core capabilities (e.g., AI Drug Discovery) required by the digital strategy. Assess the current org structure against these needs and determine the target layer count and spans. Phase 2: Detailed Role & Capability Design (Months 4-6): Design the Target Operating Model Blueprint (e.g., establishing centralized Data/AI hubs), define 300+ new digital role profiles, and finalize the Span of Control targets by function. Phase 3: Transition Planning & Execution (Months 7-12): Finalize talent placement decisions (ATD: Assign, Transition, Develop), implement the new hierarchy, and launch the hybrid work policy along with the necessary technology stack. Phase 4: Stabilization & Talent Scaling (Months 13-18): Run a "90-Day Stabilisation" check, refine the hybrid model based on employee feedback, and launch aggressive reskilling/recruiting drives for new capabilities.

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Organization	Steering Committee (SteerCo): Chaired by the CEO and CHRO, meets bi-weekly. The focus is on talent decisions and policy approvals (e.g., hybrid mandate). Future of Work (FoW) PMO: Dedicated team led by a VP of Organizational Transformation, responsible for project management, risk tracking, and employee communications. Talent Workstream: Led by HR Business Partners, accountable for defining role profiles, managing talent movement, and overseeing the reskilling program.
Processes & Governance	Performance Management: Shift from activity-based reviews to a continuous, outcome-based OKR (Objectives and Key Results) framework aligned with digital product delivery. Career Pathing: Establish a dual-track career ladder (technical expert vs. manager) to reward deep specialization and align with the flatter structure. Hybrid Policy: Mandate a 3-day in-office core presence for collaboration, enforced by leadership accountability rather than centralized tracking; define clear protocols for global digital-first teams.

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Key Deliverables	Phase 1: Organizational Health Check Report, Target Span & Layer Analysis. Phase 2: Target Operating Model Blueprint, 300+ Detailed Digital Role Profiles, Finalized Future of Work Policy Document. Phase 3: New Organizational Chart (down to Director level), Talent Transition Plan (ATD lists), Manager Training Curriculum for Leading Hybrid Teams. Phase 4: Stabilisation Report, Updated Employee Handbook incorporating hybrid policies, Launched Internal Mobility and Reskilling Portal.
Critical Risks & Mitigation	1. Leadership Resistance Risk: Senior leaders refuse to reduce their management layers or decentralize decision authority. Mitigation: Tie 40% of the executive LTI (Long-Term Incentive) to the achievement of the target 1:8 Span of Control and the OKR adoption rate. 2. Talent Flight Risk: High-potential employees leave during the uncertainty of the transition. Mitigation: First, communicate the "Why Now" for the redesign, and then finalize all ATD decisions for critical talent within 30 days, offering immediate clarity and compensation adjustments for new roles. 3. Inconsistent Policy Application: Managers apply the hybrid work policy inconsistently, creating inequity. Mitigation: Train all managers on "Managing for Outputs in a Hybrid World" and use the PMO to audit three high-risk functions monthly for policy adherence, reporting to the CHRO.

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Change Management Plan	Strategy: Transparent communication of the <i>Opportunity</i> created by the flatter structure (faster promotion paths, greater autonomy). Leadership Roadshows: CEO and CHRO to host 10+ global town halls focused entirely on Q&A about the new organization and hybrid policy. Training: Compulsory 2-day training for all people leaders on inclusive virtual leadership, delegation in an agile structure, and managing output vs. presence.
Crucial Additional Element	Success Metrics (KPIs): Lagging Indicators: 1. Employee Engagement Score (focus on Autonomy and Career Path perception). 2. Actual Span of Control Ratio (by business unit). Leading Indicators: 3. Digital Talent Vacancy Rate (measured against target capability gaps). 4. Decision Cycle Time (for R&D projects). 5. Manager Effectiveness Score (from employee feedback post-training).