

# Organizational Structure

Results - Innovation - Culture

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Things Done.

# Common Organizational Issues

EG

01

## Work is Cyclical

Leading to down time for employees

02

## Talent Management

Difficult to recruit, train, and promote for roles

03

## Budget Pressure

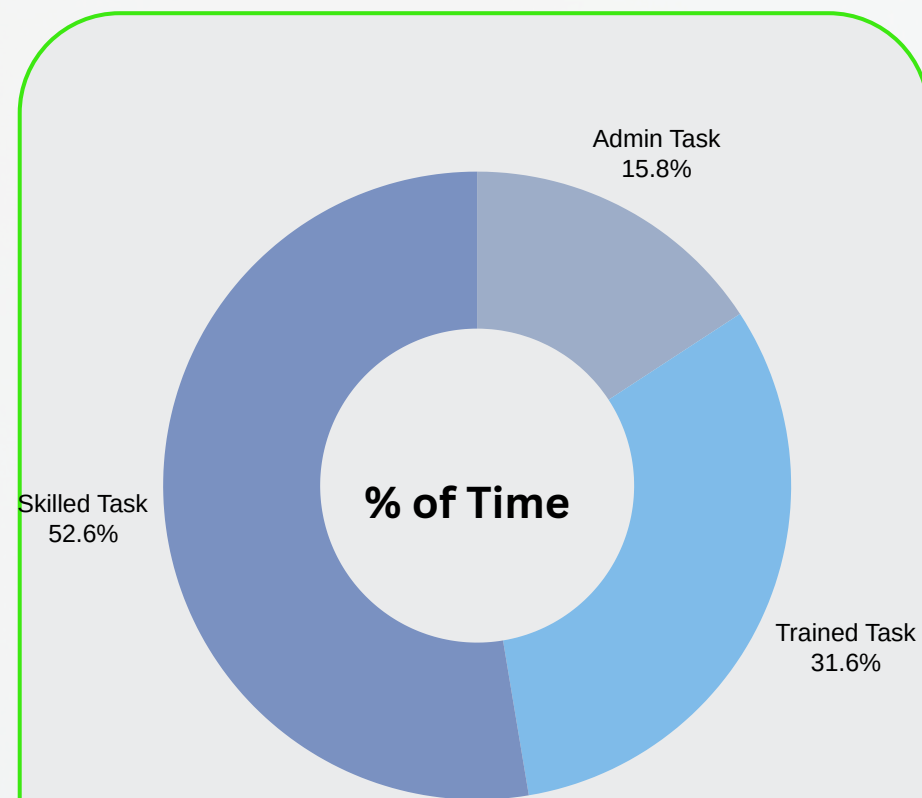
How to actually “Do more with less” payroll

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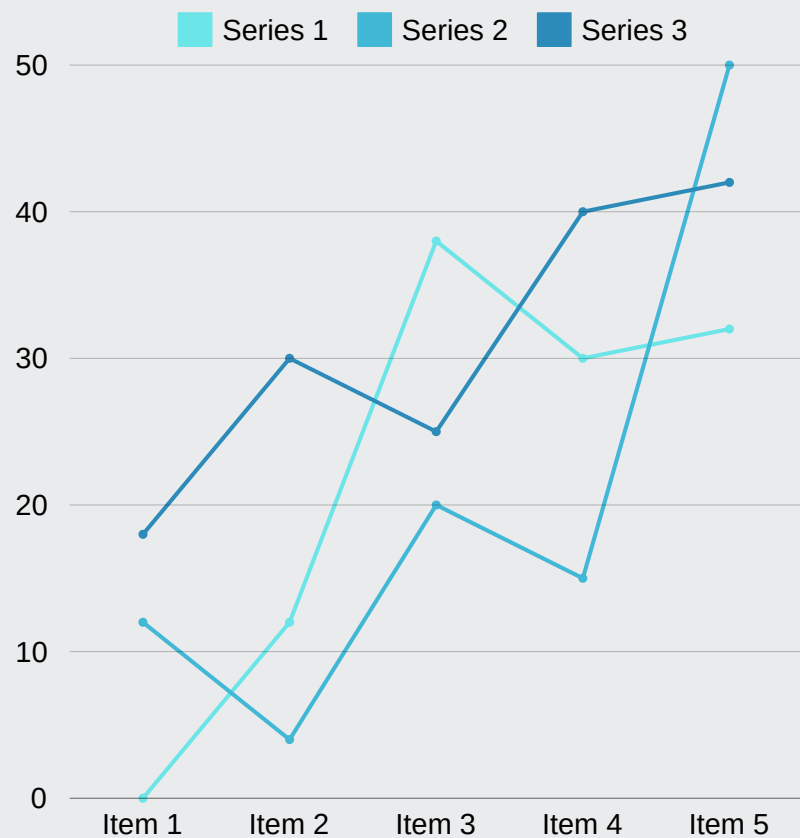


# Organizational Structure Impacts

EG



Even your most talented staff spends time on administrative tasks, but do you know how much time?



Seasonal downtime seems inevitable, but what is it costing you?



Employee surveys have common themes, can your org structure influence this?

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# Proposed Solutions



	Current	Proposed
Measure units of work	Work units are difficult to measure, due to wide range of tasks per associate	<ul style="list-style-type: none"><li>• Classify work by “Low, Medium, High, etc”</li><li>• Align salary band by work type</li><li>• Create ability to understand “Cost per Task”</li></ul>
Create tiered roles	Associates inherit roles from predecessors, who may have had different skills/experiences	Role & Responsibilities aligned to salary bands
Align work by Task	Associates aligned to client/dept teams: <ul style="list-style-type: none"><li>• Client/Dept A</li><li>• Client/Dept B</li><li>• Client/Dept C</li></ul>	Associates aligned by task: <ul style="list-style-type: none"><li>• Operations (Basic admin tasks)</li><li>• Trained (Experience required)</li><li>• Skilled (Ideation required)</li></ul>

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# Task Mis-Matches

EG



Associates may be doing tasks they aren't qualified for, while getting frustrated about training and support.

Even your most talented staff spends time on administrative tasks, but do you know how much time?

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# Perform Time Studies

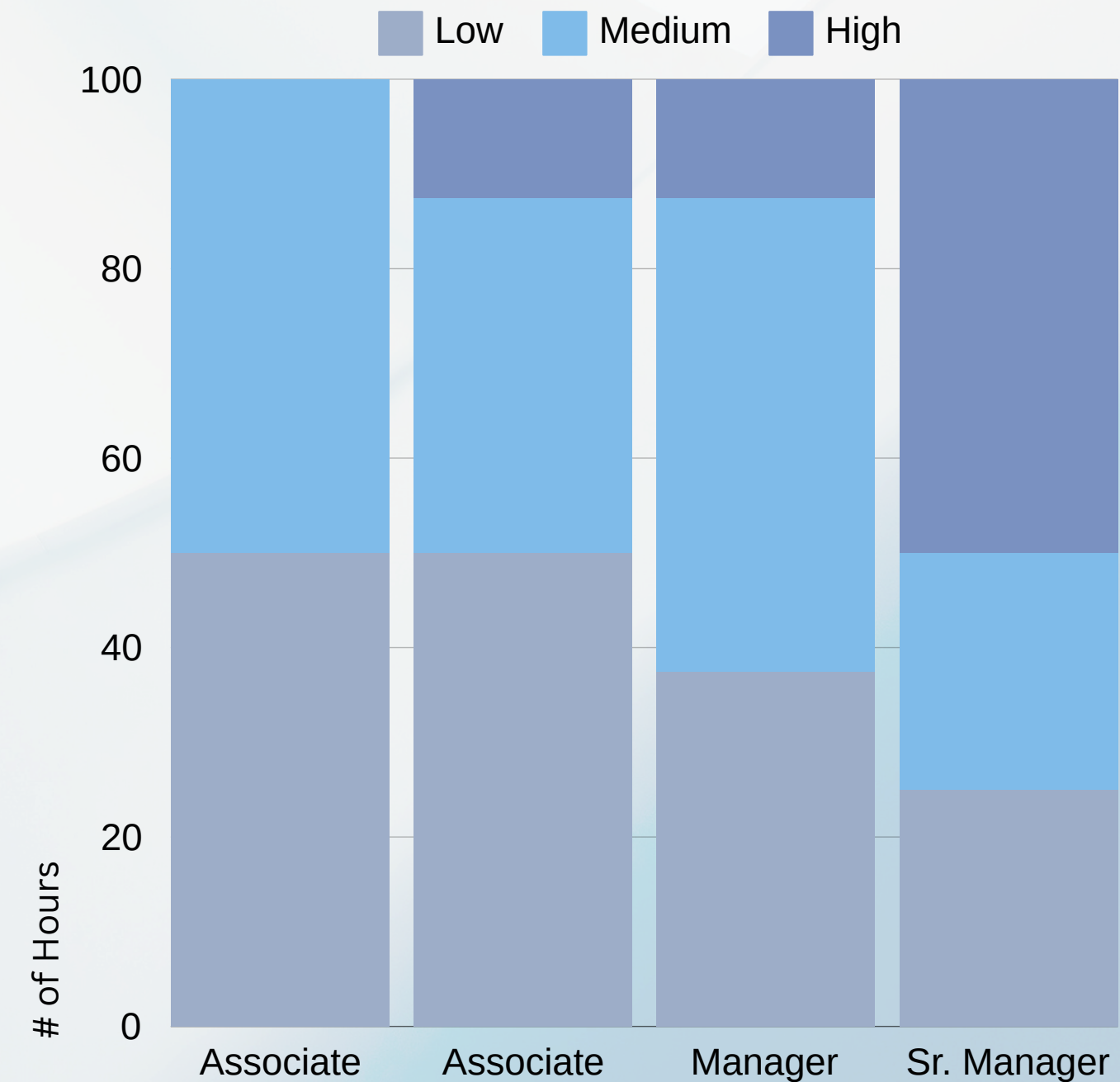
EG

- **Perform time studies, classify tasks into Low, Medium, High for consistency**

- **Low** - Repetitive administrative tasks.
- **Medium** - Require some industry knowledge.
- **High** - Innovative idea input required.

- **Evaluate mix of tasks by associate**

- **Associates** - Any tasks not qualified for?
- **Manager** - Highest mix of tasks
- **Sr. Manager** - Likely has some admin tasks



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# Some Quick Advice

EG

Most associates HATE Time Studies.

Nothing will make you feel like you are being micro-managed more than doing a time-study for your boss.

I've been creative in my approach to understand work units and time, leveraging systems and strategic communications to fill in gaps.

Let's talk approach before you launch into a well-intended "time-study" that has your organization crying "oh-no!"

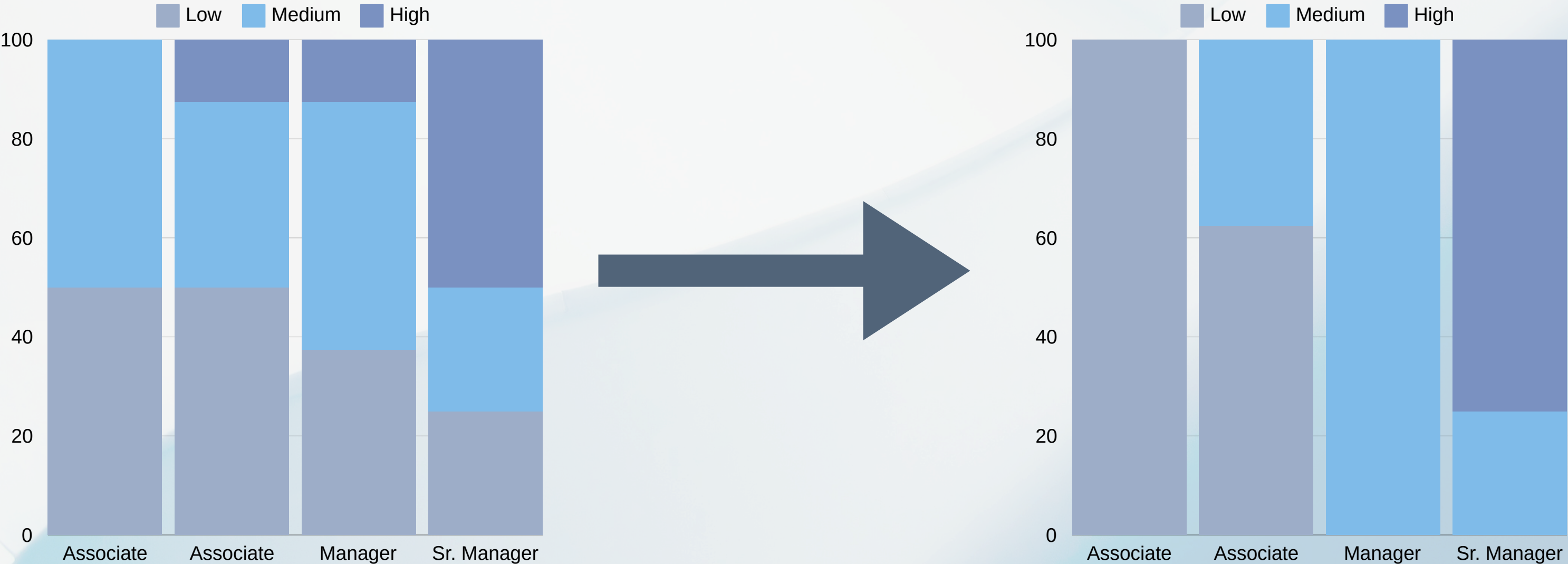


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# Shift work aligned to skill



Rearranging the same work by the appropriate associate could look like this:



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# Consider Reorganization



If the workload demands of your teams are imbalanced, restructuring by task may help eliminate downtime and improve productivity.

## Current

Dept A (Seasonal)	Dept B (Year Round)	Dept C (Unpredictable)
Sr. Manager	Sr. Manager	Sr. Manager
Manager	Manager	Manager
Manager	Associate	Manager
Associate		

## Proposed

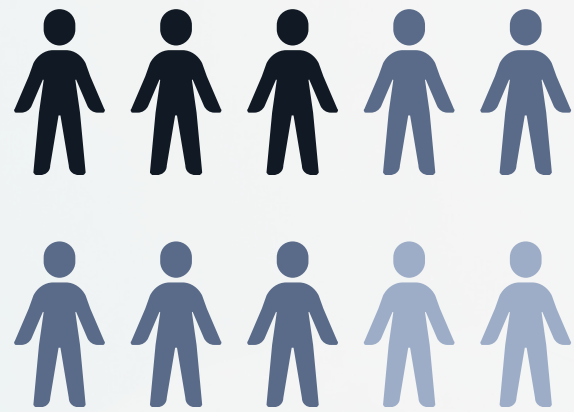
Ops/Admin (Low)	Trained (Medium)	Skilled (High)
Associate	Manager	Sr. Manager
Associate	Manager	Sr. Manager
Associate	Manager	
Associate		
Associate		

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# Improve Cost or Quality

EG

Current



3 Sr. Managers x \$100  
5 Managers X \$75  
2 Associates x \$50  
**Grand Total = \$775**

Proposed



2 Sr. Managers x \$100  
3 Managers x \$75  
5 Associates X \$50  
**Grand Total = \$525**

Aligning by task may create labor savings.

OR

Keep staff the same,  
but increase the amount of  
quality skilled output.

**32%**  
**Labor Savings**

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# More Quick Advice

EG

Shifting tasks from one associate to another is certainly easier said than done.

Especially moving the admin tasks off of your most experienced staff, who likely think its “easier to do myself” then to hand it off to a less experienced associate.

This will likely require standardization of tasks across teams, and workflow tools to manage the handoffs. See my case study on “Task Standardization” for more information



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# Other Considerations

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01.

Associates assigned to tasks may not engage to their work as strongly as those assigned to clients/departments. Client engagement expectations should be defined and measured to ensure expectations are met.

02.

Determining the risks and rewards of an organizational restructure is not a simple equation. Organizational restructures are hard on operations and culture, it's important to research thoroughly and seek alignment thru-out.

03.

Aligning task type by associate requires workflow processes and tools, relying on email hand-offs can be risky especially in large team settings.

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