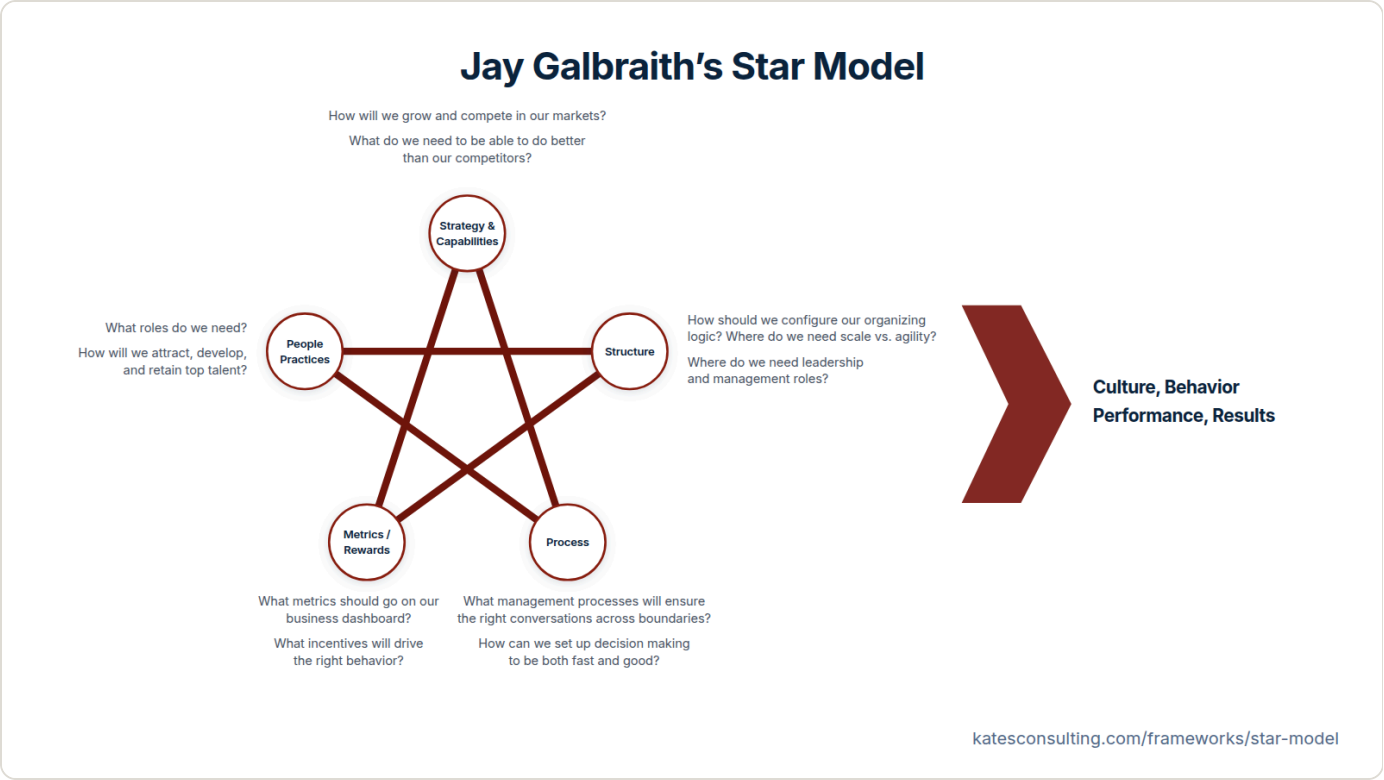
WORKSHEET

The Star Model worksheet

Use the Star Model to diagnose an organization before redesigning it: gather data point by point, sort what you learn, and turn it into the problem to solve and the design criteria for the work ahead.

Based on the Discovery and Ambition practices in *The Organization Design Practitioner: Building Operating Models That Deliver* by Greg Kesler and Amy Kates.



HOW TO USE IT

1. **Anchor on strategy and capabilities.** Ask what the operating model is being anchored to: the strategic priorities and the few capabilities the organization must do better together than its competitors.
2. **Use the Star points to plan your questions.** For each point, write the interview questions and data requests that fit the scope of the issue. Using every point keeps the assessment from focusing only on structure.
3. **Sort what you learn by Star point.** Place themes from interviews and data under each point, treat them as hypotheses, and test them against other sources.
4. **Move from symptoms to root causes.** Separate the presenting problem from the themes and patterns behind it, and from the problem you actually need to solve.
5. **Write the problem to solve and the design criteria.** Net out five to seven problem statements, then express the capabilities you need as positive statements of future outcomes. These become the criteria every design option is tested against.

STEP 1

What are we anchoring the operating model to?

Strategic priorities, and the capabilities we need to do better together than our competitors.

STEPS 2 AND 3

Gather and sort by Star point

Star point	Questions to ask and data to gather	Themes we heard and saw
Strategy & capabilities Where are we headed, and what must we be better at?		
Structure How is work grouped, and where do power and roles sit?		
Process & technology How do work, decisions, and information flow, and what role do technology and data play?		
Metrics & rewards What is measured and rewarded, and does it match the strategy?		
People practices What skills, roles, and talent practices does the strategy need?		

STEP 4

From symptoms to the problem to solve

Presenting problem	Themes and patterns	Problem to solve
The symptoms people describe	What shows up across several sources	The root cause you will design for

STEP 5

Problem statements

Five to seven statements that capture the problem to solve.

1.
2.
3.
4.
5.
6.
7.

Design criteria

The capabilities the new design must deliver, each written as a positive statement of a future outcome.

1.
2.
3.
4.
5.