

PEOPLE & CULTURE / HR · WORKSHEET

Org Design Worksheet

For founders and leaders of growing technology businesses who need to map accountability and reporting lines before the next round of hiring.

How to use this: Work through each section honestly for your current team, then use the gap analysis table to decide what needs to change before you add headcount.

Core Outcomes the Business Needs

List the outcomes the business must produce, independent of who currently does them.

What are the 5-8 core outcomes this business needs delivered (e.g. product shipped, revenue generated, customers retained, talent hired and ramped)?

Which of these outcomes currently has no single clear owner?

Which of these outcomes has more than one person who thinks they own it?

Current Structure Reality Check

- ☐ Every person can name their manager without hesitation
- ☐ Every function has exactly one accountable owner, not a committee
- ☐ No manager has more than 7-8 direct reports across genuinely different disciplines
- ☐ Reporting lines follow context and expertise, not who hired whom
- ☐ There is a clear, known path for resolving disagreements between two functions

Outcome-to-Owner Map

Map each core outcome to its current owner and flag gaps.

Outcome	Current Owner	Clear Reporting Line?	Gap or Overlap Identified

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Stage-Appropriate Structure Check

Assess whether current structure matches the business's actual stage, not an aspirational one.

Where has the team added formal structure (titles, layers, committees) that isn't yet justified by size or complexity?

Where is the team relying on informal coordination that is starting to break down as headcount grows?

What is the smallest structural change that would resolve the current confusion about ownership or decisions?

Next Two Quarters

Plan structure changes ahead of hiring, not in reaction to it.

What roles or functions will need a clear owner if planned hiring goes ahead as expected?

What reporting line changes need to happen before those hires, not after?

Who is accountable for revisiting this structure at the next planning checkpoint?