



Building the People System Before Growth Breaks It

METHODOLOGY PREVIEW

An integrated approach to organization design, role architecture, career growth, compensation, workforce planning, and performance.

WORKFORCE ARCHITECTURE METHODOLOGY · ILLUSTRATIVE COMPOSITE

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Confidence North™

Can the organization scale without rebuilding everything?

A growth-stage question every executive team eventually faces: what gets you to seventy-five people does not get you to five hundred.



WHAT BREAKS FIRST?

ROLES

What one person did becomes what three roles must do.

LEVELS

Distinctions that were implicit now need names.

DECISIONS

Founder judgment does not scale; decision rights must.

PAY

Ad hoc pay decisions accumulate into inequity.

CAREER PATHS

Talent leaves when growth becomes invisible.

MANAGEMENT LAYERS

Spans of control break silently.

PERFORMANCE EXPECTATIONS

Standards need to be legible, not just felt.

WORKFORCE PLANNING

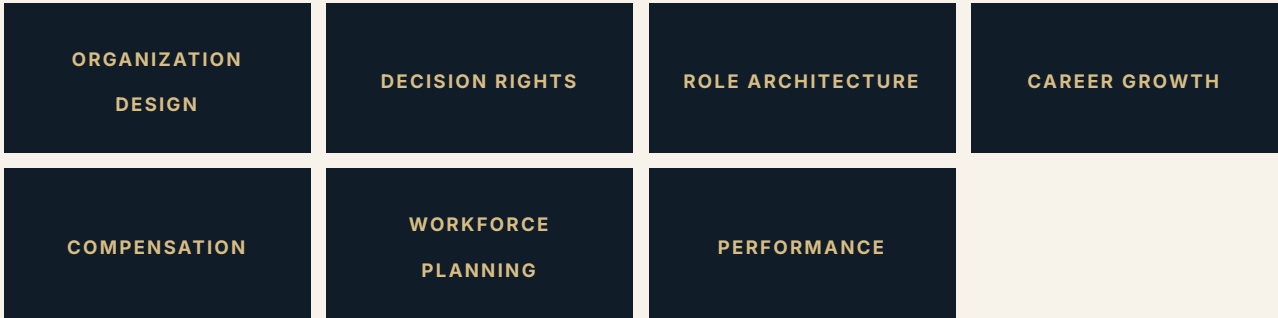
Hiring reactively costs more than hiring deliberately.

Growth reveals what was previously held together by proximity.

The objective is not to update job descriptions.

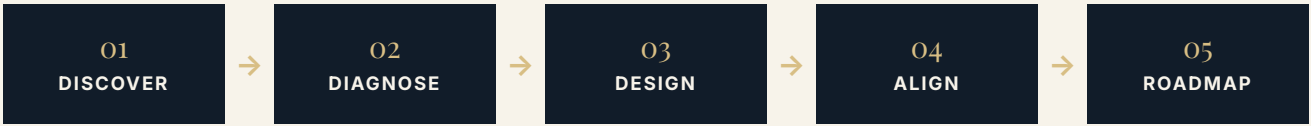
The objective is to build the HR operating system.

Integrated organization design, decision rights, role architecture, career growth, compensation, workforce planning, and performance — treated as one system rather than seven initiatives.



A patchwork of HR programs will not carry an organization past 250.

Five phases. One integrated framework.



DISCOVER

Understand the current organization, its people, and its trajectory.

DIAGNOSE

Locate structural gaps, overlaps, and constraints.

DESIGN

Build the integrated future-state architecture.

ALIGN

Test the design against leadership, capacity, and cost.

ROADMAP

Sequence the work over 30/90/180 days and beyond.

SIGNATURE DELIVERABLES PER PHASE

Current State Assessment™ · Organizational Health Assessment™ · Future State Workforce Blueprint™ · Performance Alignment Framework™ · HR Strategic Roadmap™

Integrated work moves faster than parallel initiatives.

Evidence before design.

The first two phases build the fact base every future decision rests on.

PHASE 01 · DISCOVER

Leadership interviews — executive team and department heads

Role inventory — every position, every function

Current org mapping — as-is structure, honest

Decision mapping — who actually decides

Workforce inventory — headcount, tenure, span of control

PHASE 02 · DIAGNOSE

Role overlap — who's doing whose job

Responsibility gaps — what no one owns

Spans and layers — managers stretched thin

Decision bottlenecks — where approvals pile up

Capacity constraints — chronic overload zones

DIAGNOSTIC PRINCIPLE

Findings are named neutrally, sequenced by impact, and traced to root cause. The structure is named, not the people in it.

Recommendations without evidence are opinions with better slides.

The future-state workforce blueprint.

Design phase produces an integrated set of decisions the executive team can align on before implementation begins.

FUTURE ORG

How the organization is structured to scale.

ROLE ARCHITECTURE

Named roles, boundaries, and interfaces.

JOB FAMILIES

Grouped work with shared career economics.

LEVELS

Legible distinctions across seniority.

DECISION RIGHTS

Named owners for the choices that matter.

CAREER LADDERS

Visible growth paths within each family.

COMPENSATION PHILOSOPHY

The principles that guide pay decisions.

SUCCESSION

Named readiness for critical roles.

Design without integration produces new work rather than resolving old friction.

Sequenced, not simultaneous.

The full architecture is designed at once. The implementation is deliberate — a sequence that respects capacity, cost, and change absorption.

30 DAYS	90 DAYS	180 DAYS	12 MONTHS	YEAR 2	YEAR 3+
• Executive alignment • Immediate role clarity • Ownership on critical decisions	• Level definitions locked • Job families named • First-round compensation baselining	• Career ladders published • Performance framework live • Workforce plan operational	• First annual cycle complete • Manager capability built • Retention patterns stabilized	• Succession depth • Talent mobility active • Comp review cycle mature	• Architecture flexes with scale • Investment in leadership benches • Continuous refinement

ROADMAP PRINCIPLE

Sequenced by impact and dependency — not by ambition. What lands in ninety days is what unlocks month four.

Sequenced change absorbs. Simultaneous change overwhelms.

What this work demonstrates.

ORGANIZATIONAL
DESIGN

WORKFORCE PLANNING

ROLE ARCHITECTURE

CAREER ARCHITECTURE

DECISION RIGHTS

HR STRATEGY

PERFORMANCE
ALIGNMENT

Build once. Scale deliberately.

Illustrative methodology preview. Actual recommendations would be modeled with current organizational data and business strategy.

Discuss an Organizational Design or HR Strategy Engagement →

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