

# SOSP Org Design Inflection Point Checklist

Signs your org structure has lagged behind your business at each growth stage and the one structural fix each stage requires.

## HOW TO USE

For each sign at your current growth stage: answer **YES** or **NO** based on what actually happens. not what the org chart implies.  
**>= 3 YES answers** at a stage means your structure has reached that inflection point.  
*Org design is not an HR exercise, it is the blueprint of how your operating model actually functions.*

DIAGNOSTIC DIMENSION	~20 Employees   INFLECTION POINT 1 <b>The Hub-and-Spoke Ceiling</b> <i>Trigger: Founder direct visibility breaks down</i>	~50 Employees   INFLECTION POINT 2 <b>The Silo &amp; Coordination Breakdown</b> <i>Trigger: Cross-functional coordination fails</i>	~100 Employees   INFLECTION POINT 3 <b>The Functional Structure Obstacle</b> <i>Trigger: Functional structure slows strategic execution</i>																														
<b>SIGNS YOUR STRUCTURE HAS LAGGED</b> <i>Answer YES or NO to each</i>	<table border="1"> <tr> <td>YES / NO</td> <td>Every non-routine decision travels to the founder regardless of urgency or complexity</td> </tr> <tr> <td>YES / NO</td> <td>Managers supervise tasks but don't own outcomes or make autonomous calls</td> </tr> <tr> <td>YES / NO</td> <td>Founder's calendar is the primary governance mechanism</td> </tr> <tr> <td>YES / NO</td> <td>New hires join but don't reduce founder workload, they add management overhead</td> </tr> <tr> <td>YES / NO</td> <td>Team leads ask permission before acting on decisions that should be theirs</td> </tr> </table>	YES / NO	Every non-routine decision travels to the founder regardless of urgency or complexity	YES / NO	Managers supervise tasks but don't own outcomes or make autonomous calls	YES / NO	Founder's calendar is the primary governance mechanism	YES / NO	New hires join but don't reduce founder workload, they add management overhead	YES / NO	Team leads ask permission before acting on decisions that should be theirs	<table border="1"> <tr> <td>YES / NO</td> <td>Work that requires two teams to hand off cleanly falls into the gap between them</td> </tr> <tr> <td>YES / NO</td> <td>Cross-functional meetings require a senior person to convene and resolve every time</td> </tr> <tr> <td>YES / NO</td> <td>Ops and commercial teams are optimizing for different things and colliding</td> </tr> <tr> <td>YES / NO</td> <td>The same coordination failures repeat across quarters with no structural fix</td> </tr> <tr> <td>YES / NO</td> <td>Individual functions perform well in isolation; combined output is below expectation</td> </tr> </table>	YES / NO	Work that requires two teams to hand off cleanly falls into the gap between them	YES / NO	Cross-functional meetings require a senior person to convene and resolve every time	YES / NO	Ops and commercial teams are optimizing for different things and colliding	YES / NO	The same coordination failures repeat across quarters with no structural fix	YES / NO	Individual functions perform well in isolation; combined output is below expectation	<table border="1"> <tr> <td>YES / NO</td> <td>Every significant initiative requires coordination across 3+ functions before anything moves</td> </tr> <tr> <td>YES / NO</td> <td>Leadership team spends more time in alignment meetings than leading externally</td> </tr> <tr> <td>YES / NO</td> <td>Strategic initiatives consistently stall mid-execution without clear reason</td> </tr> <tr> <td>YES / NO</td> <td>No decision below C-suite can cross a functional boundary without escalation</td> </tr> <tr> <td>YES / NO</td> <td>The org chart has become a coordination obstacle, not a coordination mechanism</td> </tr> </table>	YES / NO	Every significant initiative requires coordination across 3+ functions before anything moves	YES / NO	Leadership team spends more time in alignment meetings than leading externally	YES / NO	Strategic initiatives consistently stall mid-execution without clear reason	YES / NO	No decision below C-suite can cross a functional boundary without escalation	YES / NO	The org chart has become a coordination obstacle, not a coordination mechanism
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<b>WHAT BREAKS</b>	<ul style="list-style-type: none"> <li>- Decision rights are unassigned.</li> <li>- Authority exists in one person.</li> <li>- Everything escalates.</li> </ul>	<ul style="list-style-type: none"> <li>- Interface design is missing.</li> <li>- Cross-functional processes have no owner.</li> <li>- Coordination costs exceed capacity.</li> </ul>	<ul style="list-style-type: none"> <li>- Functional structure no longer supports the operating model.</li> <li>- Every strategic move requires full-leadership alignment.</li> </ul>																														
<b>WHAT TO BUILD</b>	<ul style="list-style-type: none"> <li>- First management layer with explicit L1/L2/L3 decision rights.</li> <li>- <b>Managers own outcomes</b>, not just tasks.</li> </ul>	<ul style="list-style-type: none"> <li>- Explicit interface design between functions.</li> <li>- Defined hand-off points with named owners.</li> <li>- Cross-functional governance rhythm that runs without the founder.</li> </ul>	<ul style="list-style-type: none"> <li>- Deliberate structural choice: functional vs cross-functional vs matrix.</li> <li>- Governance model redesigned to match.</li> <li>- Business units or integrated teams where the operating model requires.</li> </ul>																														
<b>THE ONE FIX</b> <i>this week</i>	<ul style="list-style-type: none"> <li>- Assign decision rights to each manager role.</li> <li>- Define what they decide without asking upward.</li> <li>- Test for 30 days.</li> </ul>	<ul style="list-style-type: none"> <li>- Map the 3 most broken cross-functional hand-offs.</li> <li>- Assign a process owner.</li> <li>- Build one weekly review cadence that catches failures before they escalate.</li> </ul>	<ul style="list-style-type: none"> <li>- Identify the 2 strategic initiatives currently stalled by structural friction.</li> <li>- Map exactly where they stall, that's your redesign starting point.</li> </ul>																														
<b>MY STAGE?</b>	<p><b>&gt;=3 YES:</b> You are at or approaching this inflection point.</p> <p><b>Priority:</b> Build L1/L2/L3 decision rights at management layer</p>	<p><b>&gt;=3 YES:</b> You are at or approaching this inflection point.</p> <p><b>Priority:</b> Build interface design &amp; cross-functional governance rhythm</p>	<p><b>&gt;=3 YES:</b> You are at or approaching this inflection point.</p> <p><b>Priority:</b> Build structural redesign &amp; governance model that matches</p>																														