Redesigning the Organization for a Rapidly Changing World

Organisation Design Workshop

"My prevailing impression is that organizations either overlook the importance of organizational design or simply don't know what to do" (Gill Corkindale).

We all realise that the world of work is rapidly changing. Amy Kates (a renowned author in organization design) is of the view that most businesses are trying to execute a more complex strategy than they have had to in the past. More powerful customers, the need to pursue emerging markets, changing demographics, new competitors all require a multi-dimensional organization. She further states that technology has increased the pace of business – communication, product development cycle times, customer expectations. Companies need to be able to make sound decisions faster, but with more perspectives involved.

"The result is an appreciation that a well-designed organization is essential to create clear interfaces and decision-rights and ensure that the critical conversations take place. Since organization design is about power allocation, leaders are more attuned to the need for the right balance among axes in the structure – function, geography, product, customer – and competing objectives such as cost, speed, quality, and innovation" (Amy Kates) . It is clear that there is a strategic need to develop organisational capabilities that help organisations thrive no matter what conditions they meet.

"Organisation design is the deliberate process of configuring structures, processes, reward systems and people practices to create an effective organisation capable of achieving the business strategy" (Galbraith, Downey, Kates, 2002, Designing Dynamic Organisations).

Effective organisation design creates a durable competitive advantage and generates high returns for less money and with less risk: making organisational design the heart of strategy. Effective organisation design is a

pre-requisite for effective strategy execution. It also impacts many Human Resource processes and systems that cannot function optimally if the organisation's design is not integrated and aligned to strategy.

This workshop is designed to familiarise delegates with the typical processes and steps in organisation design, as well as the tools that could be used during each step.

Workshop outline

The workshop consists of the following modules:

Module 1: Introduction

This module provides a brief overview of the basic concepts involved in organisation structure and design, namely:

- The need for organisational design
- Strategy and capabilities
- Structure
- Processes
- Rewards
- People
- Design principles
- Trends in organisational design
- Summary of the phases and steps in organisation design

Module 2: The planning and preparation stage

During this module the elements that should be considered before embarking on an organisation design intervention are discussed, namely:

- The initial trigger
- The project charter
- Authorisation
- Participation and stakeholder involvement

- Project structure and governance

- Project plan

- Change Management

Module 3: The diagnostic phase

The next phase in organisation structure and design involves a thorough understanding of the problem/opportunity or current organisational strategy, structure, roles and working methods to inform the design and motivate the case for change. The module will cover the steps during this phase, as well as practical tools that could be used during this phase.

The steps include:
- Identify and define the problem/opportunity

- Determine the organisational context

- Analyse current organisational performance

- Determine root cause of problem and decide whether it is a structural issue

- Develop and review case for change

Module 4: Determine Requirements

This phase in the organisation design process involves the collection of information to determine the capabilities, behaviour and service model that the structure needs to support for the organisation to succeed. During this phase the following steps are implemented:
- Determine critical structure and capacity requirements

- Identify external factors that might influence the design

- Design and review the service model

Module 5: Design future organisation

This phase of the organisation structure and design process entails the development of an organisational architecture that will allow the organisation to achieve its objectives and which will be aligned to the critical success factors, design principles, capability requirements and the service model. This phase entails the following steps:

- Design and review high-level organisational structure
- Design positions and determine headcount

Module 6: Business case, implementation plan, implementation, monitoring and evaluation

During these phases the following aspects are important:

- A sound business case to guide the implementation decision
- A detailed implementation plan
- Convening the implementation team
- Project management
- Monitoring
- Implementation sign-off
- The development of the monitoring and evaluation framework
- Implementation
- Reporting and further action

The aims of the last few phases are to:

- ensure that fully informed decisions can be taken about the feasibility of the new structure before implementation and to ensure the roll-out is planned in detail
- implement the new structure as effectively as possible and to limit any negative impact on current performance
- identify barriers to effective implementation to ensure the sustainability of the design

Workshop outcomes

The workshop outcomes include the following:

- Understanding of the basic concepts and models for designing organisations
- Practice a step-by-step process for a systems approach to designing organisations
- Receive specific tools useful in designing organisations

Who should attend?

Individuals and teams who are interested in deepening their knowledge of organisational design should attend. The workshop is appropriate for HR professionals, internal consultants, line managers, and others involved with strategic design and implementation.

Participants might include:

- Human Resource Professionals
- Line Managers and Design Teams
- Internal Corporate Consultants
- Organisational Development Professionals
- Employees involved in strategy development

Contact Details

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