Organization Design: An Essential HR Capability

A development program specifically created for the HR community

Overview

Business leaders have learned that making well considered decisions regarding the configuration of resources yields competitive advantage. They are turning to their human resource functions to provide them with organization design frameworks and tools, and to guide them through the process of involvement, decision-making, and implementation.

Organization design is rapidly becoming a core and expected offering for HR. In order to deliver this sophisticated work effectively, the function needs a common methodology and toolkit that is shared by skilled business partners in the field and specialists in the center, working together to deliver high value decision support.

Organization Design: An Essential HR Capability provides a foundation in conceptual frameworks, analytical tools, and consulting skills in a highly practical and application-based two-day program.

Objectives

At the conclusion of the program, participants will be better able to:

- Understand what organization design is and how it fits within the context of broader organizational development work (e.g., the interrelationship between organizational structure and all other levers of performance)
- Create alignment between components of the organizations they support and the overall corporate framework
- Demonstrate their consulting and analytical skills by using tools to ask the right questions, clarify needs, identify underlying business drivers, and propose actionable options
- Articulate the alternatives available in organization design, the business needs they serve, the advantages and disadvantages of various options, and anticipate and plan for unintended consequences
- Contract with and influence line clients and balance a facilitative and expert role
Frameworks

The program uses the Star Model as its conceptual framework. This model, developed by Jay Galbraith, provides a holistic and integrative approach to organization design and alignment.

In addition, we organize the program around our Five Milestone design process. We have found this process to be the most effective consulting approach for managing organization design decision-making.
1. We are clear on the problem to solve

2. We have made a basic structure choice that supports the strategy

3. We have tied the pieces together—designed the points of linkage across boundaries

4. We have staffed the critical roles to carry out the work and build talent for the future

5. We are prepared to measure, learn, and adjust

Milestones

Assess the gap between the expectations and perceptions of the organization

Place this assessment in the context of the business strategy as well as other successful companies

Create a well-defined problem statement and set of design criteria

Make framework decisions about the new organization—structure, matrix, governance, spans and layers

Engage the broader management team in developing and evaluating options

Design the leadership team

Make the hard decisions about pivot point roles—what’s required and where will find the talent

Set the rules for staffing open positions and begin to create a shared view of talent across the leadership team

Determine the implementation approach, staging, and sequencing

Create a project plan, appoint a transition manager, and launch work streams for detailed design

Monitor, solicit feedback, and adjust course

Content

The two-day program is a highly interactive and practical mix of concepts, examples from other companies, application to a customized case, and application to in-company situations. Topics can include:

- The Star Model—organization design definition
- The Five Milestone organization design process
- Organizational implications of strategy
- Developing design criteria
- Using design drivers for analysis
- Organizational diagnostics and assessment
- Structural options
- Lateral connections
- Matrix governance
- Innovation design
- Corporate center and function design
- Leadership teams and management structures
- Mapping interfaces and establishing clear decision rights
- Facilitating a design charrette
- Planning the transition phase
- Embedding the methodology

We work with your internal project team to customize the content and ensure that the program covers the selection of topics, activities, and any tools or terminology that you would like specifically incorporated.

Format
The program is typically delivered as a two-day program. Participants complete a pre-reading assignment and a self-assessment of organization design competencies to prepare for the workshop.

You may also choose to add a third day to the core program or at a later date to cover additional material or more advanced topics. We can also work with you to incorporate action-learning projects, follow-up webinars, and create a community of practice to help reinforce and embed the skills and tools after the initial program.

The program can also be structured around an actual organization design project. With this approach a small HR team assists the Kates Kesler consultants in the project and the learning is delivered in several short formal sessions and through real time coaching.

**Audience**

The program is designed for internal human resource staff including those in business partner, organization development, talent, compensation, and other specialist roles. In addition, staff in roles that support strategy execution such as strategic planning, project management, process improvement, six sigma, and change management will benefit from the program.

The program is also offered in a version for line managers and some clients choose deliver the program to a mix of human resource staff with their line clients. No prior organization design experience or training is required for this program.

**Delivery**

The two-day workshop is designed for 18-24 participants.

In addition to delivery by Kates Kesler instructors, we offer the option of a train-the-trainer to allow an internal instructor to co-facilitate subsequent deliveries.

**Pricing**

The core two-day program is $25,000.

Pricing will vary depending upon length, delivery options, level of customization, number of programs delivered, and the inclusion of a train-the-trainer or follow-on reinforcement activities. Travel and expenses are additional.

**Kates Kesler Organization Consultants**

Kates Kesler is an organization design and talent strategy firm. Our work is to:

- Guide leaders and their teams to make sound choices about the design of their organization
- Assess and prepare talent for organization leadership
- Develop skills of managers to succeed in complex global environments
• Build the capabilities of the human resource organization to support organization effectiveness

Amy Kates and Greg Kesler have worked as trusted advisors to business leaders in successful companies around the world. The program incorporates the insights presented in their newest book, Leading Organization Design: How to Make the Organization Design Decisions to Drive the Results You Want, (Jossey-Bass, 2010).


Kates Kesler instructors are senior consultants that combine deep organization design experience with engaging platform skills. We are happy to provide references from satisfied clients.

Our organization design development programs serve as the core methodology for companies such as Intel, MetLife, Aetna, PepsiCo, Dell, Bank of America, WhiteWave Foods, Marriott International, Mass Mutual, Cemex, Old Mutual South Africa, Time Warner, Disney Parks and Resorts, Beiersdorf, John Deere, Encana, Gallo Wineries, RIM (Blackberry), and Nike. Over 1500 HR professionals have successfully completed this program.