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.
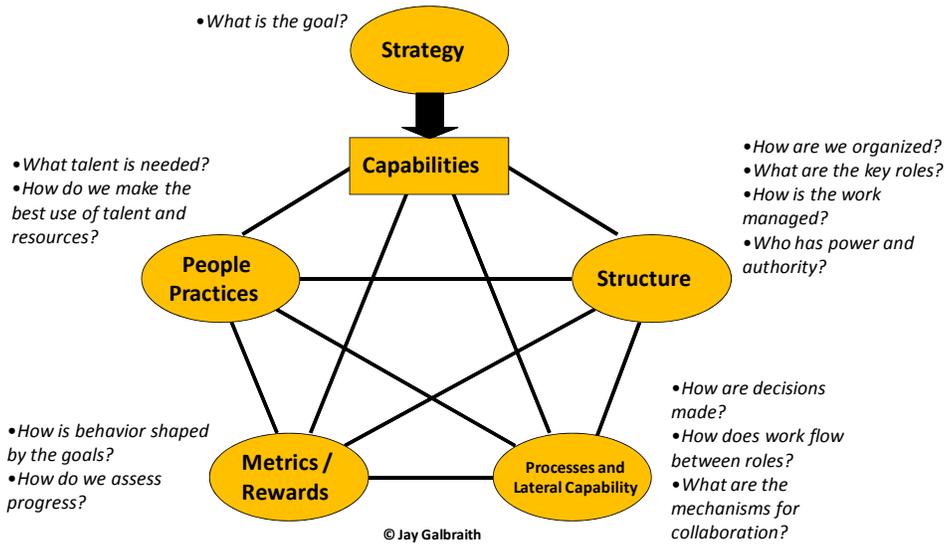
Objectives

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.

•*What is the goal?*

Strategy

Capabilities

•*What talent is needed?*
•*How do we make the best use of talent and resources?*

•*How are we organized?*
•*What are the key roles?*
•*How is the work managed?*
•*Who has power and authority?*

People Practices

Structure

•*How is behavior shaped by the goals?*
•*How do we assess progress?*

Metrics / Rewards

Processes and Lateral Capability

•*How are decisions made?*
•*How does work flow between roles?*
•*What are the mechanisms for collaboration?*

© Jay Galbraith

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.

Project Phase

Business Case & Discovery	Strategic Grouping	Integration	Talent & Leadership	Transition

Milestones

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
Assess the gap between the expectations and perceptions of the organization	Make framework decisions about the new organization – structure, matrix, governance, spans and layers		Design the leadership team	Determine the implementation approach, staging, and sequencing
Place this assessment in the context of the business strategy as well other successful companies	Engage the broader management team in developing and evaluating options		Make the hard decisions about pivot point roles – what's required and where will find the talent	Create a project plan, appoint a transition manager, and launch work streams for detailed design
Create a well-defined problem statement and set of design criteria			Set the rules for staffing open positions and begin to create a shared view of talent across the leadership team	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 charette
- 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).

The program also draws upon our previously published work including *Designing Your Organization: Using the Star Model to Solve Five Critical Design Challenges* (Jossey-Bass, 2007) by Amy Kates and Jay Galbraith and *Designing Dynamic Organizations: A Hands-On Guide for Leaders at All Levels* (Amacom, 2002) by Jay Galbraith, Diane Downey, and Amy Kates.

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.