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.
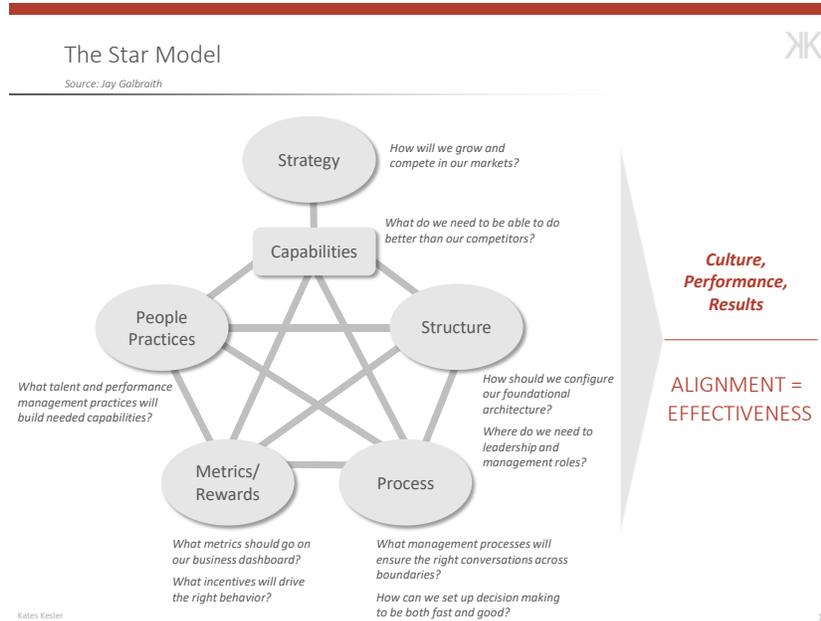
Objectives

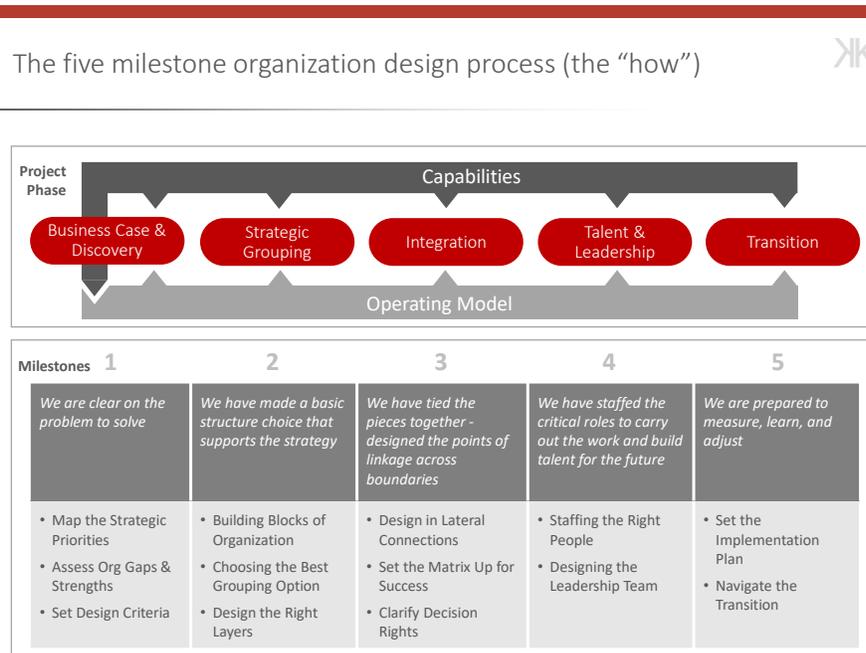At the conclusion of the program, participants will be better able to:

➢ 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 for clear expectations and to engage the right leaders throughout the design process to assure strong alignment and ownership for the outcome.

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.

The Star Model
Source: Jay Galbraith

How will we grow and compete in our markets?

Strategy

What do we need to be able to do better than our competitors?

Capabilities

People Practices

Structure

What talent and performance management practices will build needed capabilities?

How should we configure our foundational architecture?

Where do we need to leadership and management roles?

Metrics/ Rewards

Process

What metrics should go on our business dashboard?

What incentives will drive the right behavior?

What management processes will ensure the right conversations across boundaries?

How can we set up decision making to be both fast and good?

Culture, Performance, Results

ALIGNMENT = EFFECTIVENESS

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19

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.

The five milestone organization design process (the "how")

Project Phase	Capabilities				
	Business Case & Discovery	Strategic Grouping	Integration	Talent & Leadership	Transition
	Operating Model				

Milestones	1	2	3	4	5
	We are clear on the problem to solve	We have made a basic structure choice that supports the strategy	We have tied the pieces together - designed the points of linkage across boundaries	We have staffed the critical roles to carry out the work and build talent for the future	We are prepared to measure, learn, and adjust
	• Map the Strategic Priorities • Assess Org Gaps & Strengths • Set Design Criteria	• Building Blocks of Organization • Choosing the Best Grouping Option • Design the Right Layers	• Design in Lateral Connections • Set the Matrix Up for Success • Clarify Decision Rights	• Staffing the Right People • Designing the Leadership Team	• Set the Implementation Plan • Navigate the Transition

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23

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
- Four classic structure design options, and the pros and cons of each
- How to build lateral connections

- Matrix best practices and governance
- Activating a global organization model
- 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 can work with your internal project team to tailor 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 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 delivered virtually as a series of webinars.

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 ideally for 18-24 participants, but can be tailored to accommodate more or fewer participants.

Certification

All participants are eligible for certification from ODC, the international professional associate for organization design. Kates Kesler is one of just six accredited programs.
http://orgdesigncomm.com/page-18142

Pricing

The core two-day program base price is $27,500, which includes rights to use the materials at will within the company.

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

Kates Kesler Organization Consultants

Kates Kesler is an organization design and talent strategy firm. We have been named by Forbes as one of the best consulting firms in the U.S. based on feedback from our clients and peers.

Our work is to:

- Guide leaders and their teams to make sound choices about the design of their organization
- Develop skills of leaders and 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 is based upon the organization design process documented in *Leading Organization Design: How to Make the Organization Design Decisions to Drive the Results You Want,* (Jossey-Bass, 2011). The program incorporates insights from our latest work, *Bridging Organization Design and Performance: Five Ways to Activate a Global Operating Model* (Wiley, 2015). You can learn more about organization design through LinkedIn Learning or our YouTube channel videos.

Kates Kesler instructors are seasoned 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 Google, Intel, Nike, BASF, Bloomberg, Red Hat, MetLife, Aetna, PepsiCo, Dell, Bank of America, Audible, Airbnb, Heineken, Marriott, Mass Mutual, Moen, Luxottica, Gates Foundation, Cemex, Old Mutual South Africa, Disney Parks and Resorts, Beiersdorf, John Deere, Aditya Birla Group, Gallo Wineries, GlaxoSmithKline, and Nike. Over 4000 HR professionals have successfully completed this program.