

Product Specification: ODD1

Transforming the Organisation / Part 1: Organisation Design

Overview

Whilst many HR functions have recently improved the management and development of their talent, organisation design has often received less attention. Academics including Dave Ulrich and Ed Lawler have recently suggested that HR may be placing too much emphasis on talent management at the expense of ensuring talent is working in an effective organisation.

Many organisations are now starting to realise that efforts to improve the capability and engagement of their talent will have limited impact unless the organisational context provides talent with the opportunity to contribute towards business objectives and to use their potential.

We will review techniques, tools and experiences for developing appropriate and effective organisation structures, designing business processes, managing culture change and leveraging organisational knowledge, all in order to ensure that organisations give business leaders the best possible opportunity to implement their business strategies and also provide a conducive environment for employees and teams to maximise their contribution.

The workshop will also consider how each of the areas of organisation design are currently being influenced by changes in the business environment, workforce requirements and other factors and how these are likely to affect organisations in the future.

Who Should Attend?

- VPs, Directors and managers of HR, Learning, and Organisation Development
- HR business partners and other HR staff wanting to contribute more broadly to organisational effectiveness
- Business leaders with responsibility for the effectiveness of their own organisations



Learning Outcomes

By the end of the course you will:

1. Understand that there are alternatives in all areas of organisation design
2. Have reviewed recent changes in organisational forms
3. Be able to ensure that structures, processes and organizational culture are aligned with business strategies
4. Be able to apply organisation design tools to help your organisations prepare for the future rather than simply just meet business objectives today

Symposium Training Contact Details

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Sample Programme

9:30 – 10:00 Registration and Coffee

10:00 – 10:30 Welcome, Introductions and Objectives for the day

Fundamentals of Organisation Transformation

10:30 – 11:30

- The role of organisation design and comparisons to organisation development – differences and commonalities
- The importance of organisational capabilities
- Developing clear organisational principles linked to business and people strategies
- Developing a holistic view of an organisation
- Structure, process and job design including new approaches eg job sculpting
- The organisation design process

11:30 – 11.45

Morning Coffee

Understanding Choice in Organisation Design

11:45 – 12:45

- How business strategy needs to be cascaded through organisation design
- The need to align around a clear purpose
- The importance of signature processes
- A review of what's possible – learning from maverick organisations

12:45 – 13:30

Lunch and Discussion

Reviewing Organisational Forms

13:30 – 14:30

- Different types of organisation with examples and case studies
- New / innovative organizational forms
- Integrating processes, structures and cultures to support organisational effectiveness
- Advantages and disadvantages of each organisational form

14:30 – 14:45

Afternoon Tea

Organisation Design in Practice

14:45 – 15:45

- Combining and tailoring organisation forms
- Reviewing current case studies
- Application to participants' organisations
- Dealing with challenges in organisational change

15:45 – 16:00

Conclusions and Action Planning