

Soft-Train



*At Soft-Train
Technology Works*

Designing Dynamic Organizations (3 Days) ST00110

COURSE GOAL: Instruct executives and managers on how to make restructuring decisions.

PREREQUISITES: None

LEARNING OBJECTIVES:

Upon completion of this course, the student will be able to:

- How to examine choices through systematically fundamental questions: Should we restructure to meet our strategic goals? What are the best structural options to achieve our success? What lateral processes are necessary to support the new structure? How do we staff the restructured organization to optimize results?
- Learn essential steps of organizational design.

KEY TOPICS:

I. The Five Milestones

- A. Milestone One: Business Case and Discovery
- B. Milestone Two: Strategic Grouping
- C. Milestone Three: Integration
- D. Milestone Four: Talent and Leadership
- E. Milestone Five: Transition

II. Milestone One: Business Case and Design

- A. Clarify The Strategic Priorities
- B. Business Problems and Opportunities
- C. The Strategy Canvas
- D. Define the Case for Change
- E. Why an Assessment
- F. Who Should be Included
- G. Analyzing the Data
- H. Applying the Drivers
- I. Set the Design Criteria
- J. Agility
- K. External Benchmarking
- L. Milestone One Summary

III. Milestone Two: Strategic Grouping

- A. Use the Six Design Drivers
- B. Building Blocks
- C. The Six Design Drivers
- D. Choose the Best Grouping Option
- E. Organizational Archetypes
- F. New Approaches to Geographic Organization

- G. When Options Appear Equally Valid
- H. Embrace the Matrix
- I. Making Strategic Grouping Choices in a Matrix
- J. Milestone Two Summary

IV. Milestone Three: Integration

- A. Design for Operating Governance
- B. Operating Models
- C. Governance Letters
- D. Allocate Power in the Matrix
- E. The Belief Leveler
- F. Interactive Networks
- G. Boundaries
- H. Diagnostic Measures
- I. Redesign Functions to be Integrators
- J. The Problem with Corporate
- K. The Value Delivery Framework
- L. Center Led-Versus Centralized
- M. Milestone Three Summary

V. Milestone Four: Talent and Leadership

- A. Design the Leadership Organization
- B. Define the Top Level Reporting Structure
- C. Design the Roles of Leaders
- D. Design the Work of the Executive Team
- E. Make the Right Talent Choices
- F. Staff the Talent Pivot Points
- G. Repurpose Resources
- H. Design the Organization to Grow Leaders
- I. Milestone Four Summary

VI. Milestone Five: Transition

- A. Set the Implementation Plan
- B. Defining a Destination
- C. Staging and Pacing the Major Tasks
- D. Navigate the Transition
- E. Leading Transition
- F. Tipping Points
- G. Milestone Five Summary

VII. Organization Design in Action

- A. Roles, Involvement, and Project Timeline
- B. Key Roles
- C. Involving the Right People in the Process
- D. Project Timeline
- E. Building Organization Design Capability
- F. The Design Charette
- G. Definition of a Charette
- H. Decision Process
- I. Charette Plan
- J. Transition Leadership
- K. Measuring Success
- L. Learning to Lead Organization Design
- M. The Intersection of Talent and Organization
- N. Building General Managers' Organization Know-How