

**Soft-Train**



*At Soft-Train  
Technology Works*

# Designing Dynamic Organizations (3 Days)

**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. Getting Started:**

- A. Organization Design
- B. The Reconfigurable Organization
- C. Deciding When to Redesign
- D. The Design Process
- E. The Case for a Participative Process

**II. Determining the Design Framework:**

- A. Translating the Strategy into Design Criteria
- B. Clarifying Limits and Assumptions
- C. Assessing the Current State

**III. Designing the Structure:**

- A. Structural Concepts
- B. Organizational Roles
- C. Leadership Roles
- D. Testing the Design
- E. Mapping the Structure
- F. Design and Implementation Governance

**IV. Processes and Lateral Capability:**

- A. Lateral Capability
- B. Networks
- C. Lateral Processes
- D. Teams
- E. Integrative Roles
- F. Matrix Relationships
- G. Building Lateral Capability

**V. Defining and Rewarding  
Success**

- A. Metrics
- B. Values and Behaviors
- C. Compensation
- D. Reward and Recognition  
Programs

**VI. People Practices:**

- A. Introduction
- B. Staffing the New  
Organization
- C. Assessing for Learning  
Aptitude
- D. Performance Feedback
- E. From Training to  
Learning

**VII. Part VII – Implementation:**

- A. Planning
- B. Managing Skepticism
- C. Conclusion: Assimilating  
into the Organization