

Organizational Design

Learn a Robust Yet Practical Process to Guide the Right People in your Organization in Making Relevant Design Choices

Banff: December 6-8, 2011

Toronto: March 27-29, 2012



Register at: irc.queensu.ca or call toll-free: 1-888-858-7838



Queen's IRC open programs and practice-based research help next-generation leaders **resolve** disputes, **champion** change, and **align** people and purpose.

A universal principle of organization design is that form must be *fit for purpose*. However, as organizations strive to manage constant change, designs with steep hierarchies, centralized authority, and narrowly defined jobs block rather than facilitate, the requisite innovation and collaboration. Too often design initiatives fail because an ad hoc process is followed. In this program, you will learn a robust yet practical process to guide the right people in your organization in making relevant design choices.

Learning Outcomes

By the end of the week, you will be better positioned to:

- Understand the theoretical underpinnings of organizational design
- Work with your colleagues to select the right design team and cost effective approach to involving key stakeholders
- Develop the requirements for the design effort: principles, outcomes, and boundaries
- Link design to your organization's strategy and value discipline
- Apply the nine tests of organizational design for a coherent approach to assessment and intervention

Organizational Benefits

- Significant savings in bringing the design creation process in-house
- Successful restructuring based on a proven process and rigorous tools
- Structures and groupings that ensure the right work is done by the right people
- Wide-scale alignment of goals and actions

Essentials

Date and Location

Three Days

December 6-8, 2011: **Banff**
March 27-29, 2012: **Toronto**

Please refer to our website, irc.queensu.ca, for the latest information on venues.

Fee

Banff: \$3,295

Toronto: \$3,395

Who Benefits

People management practitioners, team leaders, and external and internal consultants who are involved in the analysis of organizational or divisional structure, or those managers looking to leverage structure-related benefits from a merger or acquisition

Takeaways

- Designing Organizations Toolkit



Tour of the

b) Introduction to Organizational Design

According to academics Goold and Campbell, a good way to understand organizational design is to think of the human body. The basic skeleton represents the formal structure that allocates responsibilities to groupings and establishes reporting relationships; the connective tissue represents key linkages through which the units relate to one another; and the circulatory system represents the people and culture that bring the skeleton and tissue to life. All these elements comprise a healthy and effective organization. Working on the body of an organization, therefore, is not an ad hoc process but one that involves collaboration and a whole-systems perspective.

In this opening module, learn about:

- Gareth Morgan's six models of organizational structure
- Differences between mechanistic and organic structures, and the design challenges that each presents
- The relationship between environmental uncertainty and organizational structure

b) The Organization Design Workshop

A highly engaging half-day exercise will help you and your fellow participants get "real" about the pitfalls of poorly designed organizations and the challenges in determining the right fit for an enterprise's strategy. The workshop is designed to show how organizational structures enable or prevent information flow, responsiveness, and innovation.

You will play a role as top executive, middle manager, worker, or customer interacting in a fast-paced environment. Apply and discuss practical strategic frameworks, based on the work of Barry Oshry, that will help you connect the experience to your own organization.

c) Building a Model

Good design shapes the right behaviour, facilitates the right pattern of information processing, and achieves benefits of scale. Using the work of Nadler, Tushman, and Galbraith and a variety of case studies as a foundation, you will learn more about three key elements of design:

- **Groupings:** Do you group functions, positions, and individuals by activity, output, customer, or a combination? What are the advantages and disadvantages of each option?
- **Linkages:** What are the formal and informal mechanisms that encourage information flow among disparate groups? What are the consequences of these linking mechanisms?
- **Processes and Systems:** In what ways are groupings and linkages supported or undermined by an organization's strategic, business, and support management practices? Are they creating the necessary alignment of these practices?

d) Diagnosing the Issue

Even before you get down to the nitty gritty work, you will need to determine the extent of the design initiative, and how narrow or broad it must be. Looking at your own organization, is there a need to modify structural elements, such as reporting relationships and groupings, or can informal means—clarifying values or norms of conduct—achieve the same ends?

Learn Goold and Campbell's nine tests of good design to help you answer that question and identify the bedrock issues that must be addressed. Apply these tests to a case study of a company that underwent a radical redesign of operations to create a "spaghetti" organization.

Program

e) Following a Design Roadmap

A core element of all of our organization effectiveness programs is grounding in proper process. During this program, learn the 4-D design process

- **Define:** Determine the precipitating need, who must be involved, and the roadmap going forward
- **Discover:** Determine design criteria and issues
- **Design:** Establish groupings, linkages, processes; create and test straw models; decide on the right design
- **Do:** Create the implementation teams and a roll-out schedule, and define who will do what work

You will see how the entire process works by exploring the life cycle of a major redesign initiative. And to make the process easy to execute, you will be given tools such as a stakeholder map and involvement scale, a design criteria template, a guide showing how to link design to your organization's strategic focus, and job descriptions for design team members.

Interactive Learning

Participate in a dynamic organizational design "lab" to experience reorganization from a number of perspectives.



Facilitators and Speakers

Brenda Barker Scott

Brenda is a facilitator and consultant with Queen's University IRC, and the designer of many of the professional development programs offered in the Queen's Organization Development Certificate Series.

As an educator, Brenda has taught change management in the Queen's Professional Master of Public Administration program and supervised students pursuing their Master of Industrial Relations. As an organization development consultant, Brenda led an ambitious system-wide organization design effort with Algonquin and Lakeshore Catholic District School Board. As a facilitator and consultant, Brenda has worked with practitioners across the country and internationally. Her clients include Pfizer Canada, LCBO, Cognos, Ontario Ministry of Finance, Alberta Ministry of Environment, AGF, Barbados Light and Power Co. Ltd., Ciba Specialty Chemicals, and Suncor Canada.

Brenda is co-author, with Carol Beatty, of *Building Smart Teams: A Roadmap to High Performance* (Sage Publications 2004).

Wynne Chisholm

Wynne is principal consultant of Wynne Chisholm and Associates, a management consulting firm based in Alberta that specializes in building organizational capability. Wynne creates and implements people strategies/practices that align with her clients' strategic direction and contribute to positive business results. Service areas include organization effectiveness, executive coaching, strategic human resource management, capability building, and meeting design and facilitation. Wynne's clients are drawn from North America, the UK, and the Netherlands.

Wynne's practitioner experience is substantial. She was vice-president, Human Resources (and Administration) for Trizec Properties Ltd. and has had HR management duties at North Canadian Oils, Southern Alberta Institute of Technology, and Credit Union Central of Alberta.

David Weiss

Dr. Weiss is President & CEO of Weiss International Ltd. David and his team of organizational consultants lead innovative consulting and training projects that generate effective strategy, leadership, and HR solutions for Boards, executives and senior leaders throughout North America and Europe.

In addition to his organizational consulting assignments, David is very committed to and involved with executive continuing education through major universities. He is an affiliate professor of the Rotman School of Management, a senior research fellow of Queen's University IRC, and a faculty member of the Technion Institute of Management. He also is a guest faculty member for the Schulich School of Business and for the University College of Cayman Islands.

David has written four business books: *Leadership Solutions* (Jossey-Bass, 2007, co-authored), *The Leadership Gap* (Wiley, 2005, co-authored), *High Performance HR* (Wiley, 2000), and *Beyond the Walls of Conflict* (McGraw Hill, 1996).

The roster of speakers may change. We will do our best to keep you informed of program changes.

Registration Form

1. SELECT YOUR PROGRAM(S)

Name: _____ Date: _____ Location: _____

Name: _____ Date: _____ Location: _____

2. PROVIDE YOUR INFORMATION

Mr Ms

Given Name

Middle Initial

Surname

Name for ID Badge: _____

Position: _____ Gender: _____

Organization: _____
Name

Street

City

Province

Postal Code

Business Telephone: _____ Fax: _____

Email: _____

Special Dietary Requirements: _____

Emergency Contact: _____

Telephone: _____

Authorizing Manager/Executive:
Name _____

Title _____

Industry Type: Accounting Agriculture Chemicals Communication Computers (hardware and software) Construction Consulting Education
Energy Finance/Banking Gov't. Federal Gov't. Provincial Gov't. Municipal Healthcare Insurance Manufacturing Mining Pharmaceutical
Real Estate Services Utilities Wholesale Other

3. CHOOSE YOUR PAYMENT OPTION

If the Financial Contact is other than yourself please specify. Otherwise leave it blank.

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If paying by cheque make cheque payable to: **Queen's IRC.**
Indicate names and registration numbers of participants on cheque.

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Registration Kiosk

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- December 6-8, 2011, Banff: \$3,295
- March 27-29, 2012, Toronto: \$3,395

We offer five easy ways to register:

Web

Complete the online form at: irc.queensu.ca

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Return completed Registration Form to:

Program Administrator

Queen's University IRC
Kingston, ON
K7L 3N6

Telephone

Reserve by calling toll-free at: 1-888-858-7838

Fax

(613) 533-6812

E-mail

irc@queensu.ca

Confirmation and information on program location, check-in time, and agenda will follow.

Registration and Fees

Program fees include tuition, workbook materials, lunches, and some dinners. For all programs, payment in full is required one month before the program begins.

Register and pay two months before the start of a program and save \$300 on the tuition of four- and five-day programs, and \$150 on three-day programs.

Register three people from the same organization in one program and receive a **10% discount** on program fees. Register five or more **in the same program** and receive a **20% discount**.

If you know you will be pursuing a Queen's Certificate and would like to remit tuition in one payment before your first program, we offer a special fee with a considerable saving. Contact our Program Administration office for details.

Note: Only *one* discount may be applied.

Cancellations and No-Shows: Substitutions are permitted with no penalty at any time. Transfers and cancellations are permitted with no penalty **up to 3 weeks prior to the program start date**. There will be a \$500 fee charged for cancellations, transfers, and no-shows **within 3 weeks of the program start date**.

Location and Accommodation

Please refer to our website, irc.queensu.ca, for the latest information on venues.

