Organizational Design

Learning a Robust Yet Practical Process to Guide the Right People in Your Organization in Making Relevant Design Choices
Queen’s IRC evidence-based and practitioner-centered programs give HR business professionals the skills they need to lead change in an evolving global economy.
A universal principle of organization design is that form must be fit for purpose. Organizations strive to manage constant change; however, designs with steep hierarchies, centralized authority, and narrowly defined jobs inhibit, rather than facilitate, a workplace that fosters innovation and collaboration. In this program, you will learn how to guide the right people in your organization in making relevant design choices.

Transforming Knowledge into Action

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

3 Days

Date & Location
Apr. 10-12, 2018: Toronto
Nov. 27-29, 2018: Ottawa
Feb. 12-14, 2019: Calgary

Fee: $3,695

Who Should Attend
People management practitioners and external and internal consultants involved in the analysis of organizational or divisional structure, or those looking to leverage structure-related benefits from a merger or acquisition

Takeaway Tools
- Designing Organizations Toolkit
a) 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.
Implement.

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. 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.

Learning Beyond the Classroom

Our learning programs are focused on your growth:

- Opportunities to network with high-level colleagues from across the country
- Coaching from internationally-renowned facilitators with real-world experience
- Skills and strategies that directly apply to work environments
- Experience-based programming to test theories and ideas
- Mentoring beyond classroom sessions

Interactive Learning

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

Call toll-free: 1-888-858-7838
Facilitators and Speakers

Brenda Barker Scott
Brenda is a groundbreaker with a passion for creating workplaces that inspire, connect and grow people. Over her twenty-year career in teaching and consulting, Brenda has led ambitious renewal efforts aimed at enhancing innovation and collaboration with provincial governments and agencies, school boards, not-for-profits and private firms.

When working with leadership teams, she combines strong theoretical knowledge with practical methodologies to ensure that the right people are engaged in the right conversations to design robust and workable strategies.

Brenda is co-author of Building Smart Teams: A Roadmap to High Performance (Sage 2004), and is currently undertaking field research exploring the design features of collaborative and high performance in organizations. A graduate of the Queen’s Masters of Industrial Relations, Brenda is also a PhD Candidate with Fielding Graduate University.

Brenda is an instructor on a number of Queen’s IRC programs including Designing Collaborative Workplaces, Organizational Design and Organization Development Foundations.

The roster of speakers may change. We will do our best to keep you informed of program changes.
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We offer four easy ways to register:
Web: Complete the online form at: irc.queensu.ca
Telephone: Reserve by calling toll-free: 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 60 days prior to a program and save $300 on the tuition of four- and five-day programs, and $150 on two- and three-day programs.

Register three people from the same organization in the same program at the same time, and receive a 10% discount on program fees. Register five or more people in the same program at the same time, 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.

Cancellation Policy
Substitutions are permitted with no penalty 8 days or more from the program start date.

Substitutions 7 days or less before the program start date will be subject to a $500 charge.

Transfers and cancellations are permitted with no penalty up to 15 days prior to the program start date.

Transfers and cancellations 14 days or less from the program start date will be subject to a 100% charge of the program fee.

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