Center for Effective Organization's Organization Design Programs

Organization design has been a focus of research and teaching at the Center for Effective Organization (CEO) for the past 30 years. Our work has consisted of numerous studies that have **explored, defined, and assessed new organizational forms and corporate structures.** These studies have spanned decades in which the economy has transitioned from the industrial era to today's knowledge-based, diverse, and rapidly changing global economy. CEO researchers have contributed some of the **foundational research on: high performance systems; team-based organizations and other lateral designs, collaboration; self-forming and planned networks; inter-organizational designs, organizing for knowledge leadership; customer focused designs; global designs; and, most recently, designs for agility and sustainability.**

A fundamental tenet of our design program is that organizations must consider the impact of their design choices not only on business performance, but also on **employees, customers, and the communities and societies** in which they operate. Since 2008, we have added a time dimension to the understanding of organization design, as organizations are having **to confront the challenges of sustainability and agility.** They must **build designs that can foster high performance into the future in the areas of financial, social, and environmental outcomes.** CEO also has an ongoing research program examining how organizations build in the capability to change their design through time.

Our *Strategic Organization Design Workshop* provides participants with **core principles, frameworks, models, and tools.** We use examples from our research and consulting to address the core building blocks of design and to demonstrate how to put them together to support strategy.

Our *Advanced Topics in Organization Design Workshop* is a **practicum-based course in which participants receive coaching while working through a real design challenge, and learn from each other as the projects are shared and discussed**

Strategic Organization Design	Advanced Topics in Organization Design
• 20th year • Over 1,500 participants • Representing 430+ organizations/ companies	• 17th year • Over 250 participants • 94% received Certificates in Organization Design

during the workshop. **Participants who attend both workshops and successfully complete a design project receive a *Certificate in Organization Design.*** The organization design program has attracted an international group of companies from **Asia, Europe, the Middle East, and South America.**

A number of corporations have **established partnerships with CEO to help them develop more extensive in-house organization design and change capabilities.** These partnerships may entail a mixture of sending multiple people to gain organization design certificates in our public programs, in-house tailored design workshops, shadow consulting to some flagship organization design projects, the development of company specific cases, organization design cases, webinars and other virtual educational offerings.

Periodically we offer **"refresher" case presentation webinars for the network of individuals and companies** who go through our program. These highlight a particularly good learning case from one of our certificate graduates. Some companies assemble their network of OE professionals for this kind of ongoing refresher learning in order to further develop their community of practice.

The Certificate Program consists of the following:

P A R T I:

Strategic Organization Design Workshop

November 13-16, 2018—Los Angeles, CA
March 5-8, 2019—Minneapolis, MN
November 19-22, 2019—Los Angeles, CA

The Organization Design Workshop overviews foundational organization design frameworks and organization design approaches to address the current design challenges of the dynamic global economy. This workshop can be taken as a stand-alone program, and it is a prerequisite for attending *Part II: Advanced Topics in Organization Design.*

Attendance at any previous offerings of this workshop fulfills the prerequisite.

This workshop will introduce participants to the following topics:

- Strategy and Design
- Designing the Lateral Organization
- Designing Human Capital Systems
- Digital Economy
- Organizing Around the Customer
- Designing Support Functions
- Innovation and Agility
- Designing Performance Management Systems
- Designing Implementation Processes

P A R T II:

Advanced Topics in Organization Design Workshop

September 25-28, 2018—Los Angeles, CA

This session is open only to individuals who have already attended *Part I: Strategic Organization Design Workshop* (or other CEO Organization Design Workshop)*.* This workshop entails pre-reading, an organization design project in which participants are coached as they develop a case following the star model design, and peer and faculty consultation about company projects. This program includes deeper exposure to the following topics:

Design Topics

- The Global Organization
- Designing for Innovation and Growth
- The Knowledge Organization
- Support Services
- Mergers and Acquisitions
- Network Organizations

Design Processes and Implementation

- Organizational Design Processes / Frameworks
- Implementation of New Designs
- Large Group Design Processes

Participant Case Analyses and Peer Consulting

Organization Design Project (Part of Advanced Topics Workshop)

In addition to attending the two workshops (Part I & II), participants are required to complete either a case study of an actual organization redesign, or a diagnosis and proposed new design of an organization in anticipation of future redesign. A standard format will be provided for the project. A draft of this individual or group project <u>must</u> be completed prior to attending the *Advanced Topics in Organizational Design Workshop.*

Coaching and feedback will be available between sessions and during the *Advanced Topics* workshop. The project must be completed by the end of the calendar year in which *Advanced Topics* is taken.

Note: In order to receive a certificate, all <u>three</u> parts must be completed.

SPACE IS LIMITED – REGISTER EARLY!

Testimonials:

➢ *"These workshops provide you with a methodology and process for doing org design in a systematic way. Learning from others in class with varying industry experience and different expertise.*

➢ *"The Organizational Design certificate program far exceeded my highest expectations … it teaches a blueprint to organize to execute strategy flawlessly and has the right balance of theory, models and practical application. One-on-one coaching and feedback ensured I was supported at each step. Learning from peers in multiple industries helps you see the core of the work, and it also developed great relationships that endure to this day."*

➢ *"One of the best learning experiences I've had."*

➢ *"It gives a great overview of all the things and aspects you need to consider when re-organizing. Gives a very useful methodology from start to end that can easily be shared."*

➢ *"Thanks for the impact you have made on my thinking and application of organization design. I truly value your contribution to the Organization Design community."*

Fee Information:

Part I—

$4,200 per person / Sponsor Companies

$5,550 per person / Non-Sponsor Companies

Part II—

$7,250 per person/Sponsor Companies

$8,500 per person/Non-Sponsor Companies

Part III: (included with the Part II fees)

Location:

(LOS ANGELES) – Part I & II
Portofino Hotel
Redondo Beach, CA
http://www.hotelportofino.com/

(MINNEAPOLIS) – Part I only
Mortenson Corporation
<additional details forthcoming>

Registration:

For more information and/or to register:

▪ November 13-16, 2018 Part I Session

▪ Click here for information on the Part II session to be held September 25-28, 2018.

More Information?
Click here to learn more about our Strategic Organization Design Workshop:
https://ceo.usc.edu/programs/certificate-programs/organization-design/

This workshop can also be taken as part of CEO's new Certificate in Human Capital and Effective Organizations. Click here to learn more: https://ceo.usc.edu/programs/certificate-programs/human-capital-and-effective-organizations/

Faculty Co-directors and Principal Investigators

Christopher G. Worley (cworley@marshall.usc.edu)
Chris is a Senior Research Scientist at the Center for Effective Organizations at the Marshall School of Business at the University of Southern California. He is a recognized leader in the field of organization development. He is also a Professor of Strategy at the NEOMA Business School in France. The primary focus of his efforts has been on strategy formulation and implementation, organization design, and the longitudinal evaluation of strategic change.

Susan A. Mohrman (smohrman@marshall.usc.edu)
Sue is a Senior Research Scientist at the Center for Effective Organizations in the Marshall School of Business at the University of Southern California. She is widely known for her research in the area of organization design and effectiveness and on large-scale change. She has focused on the design of knowledge-based firms and knowledge creating systems and complex laterally linked organizations. Most recently, she has been focusing on the design of complex collaborations to foster sustainability. She also examines the research process itself, and how to create academic/company partnerships to yield useful knowledge.

Beth Gunderson (beth.gunderson@minikahdapartners.com)
Beth Gunderson is an Executive Fellow at the Center for Effective Organizations in the Marshall School of Business at the University of Southern California. She is a faculty member in their Strategic Organization Design and Adapting to Disruption Workshops. She is also the Founder of Minikahda Partners, an organization and talent architecture firm specializing in organization design and enterprise transformation initiatives. Most recently Beth was an Organization Capabilities executive at General Mills.

Guest Faculty

Becky Spears, Oracle (becky.spears@oracle.com)
Becky is the leader of the OD Consulting Practice in Oracle's OTD (Organization Talent & Development) Group). OTD global solutions include Organization Strategy, Assessment, and Design; Organization Agility and Change Leadership; Team Effectiveness; Talent Management; Leadership and Professional Development; Oracle Women's Leadership (OWL); Top Talent Development; HCM Enablement; and HR Communications and Information Services.

Contact Information about the Programs and Certificate in Organization Design

Alice Yee Mark (amark@marshall.usc.edu) is the Administrative Director of the Organization Design Certificate Program, and leads the Research Services group that provides technical and project management support for our research projects. She can also be reached at (213) 740-9814.