



# AGENDA: Strategic Organization Design Workshop

March 5—8, 2019 @ Mortenson (Minneapolis, MN)

## Day 1 – March 5 (TUESDAY)

### GENERAL INTRODUCTION TO DESIGN

8:30 – 9:00 am	Introductions and Overview
9:00 – 10:15	Strategy (Part 1): Strategy and Business Models (Chris Worley)
10:15 – 10:30	BREAK
10:30 – 11:45	Laying the Foundation (Beth Gunderson) <i>- Organization Design Case: General Mills</i>
11:45 – 12:45	LUNCH
12:45 – 2:00	Strategy (Part 2): Strategy and Capabilities (Chris Worley)
2:00 – 2:15	BREAK
2:15 – 3:15	Strategy and Design Criteria (Chris Worley)
3:15 – 4:00	Design and Culture (Beth Gunderson)
4:00 – 5:00 pm	Designing Around the Star: Structural Trade-Offs (Sue Mohrman) <ul style="list-style-type: none"><li>▪ Capabilities and Work Processes</li><li>▪ Core and Lateral Structures</li></ul>
5:30 pm	Group Reception & Hosted Dinner (Hilton Garden Inn-Downtown Minneapolis, 2 <sup>nd</sup> Floor, Lake Harriet Room)

## Day 2 – March 6 (WEDNESDAY)

8:00 am – 12:00 pm	Designing Around the Star: Designing Core and Lateral Structures (Sue Mohrman) <ul style="list-style-type: none"><li>▪ Designing Core Units</li><li>▪ Various Approaches to the Lateral Organization <i>- Case Example: Fashion Industry</i></li><li>▪ Team Based Organizations <i>- Case Example: Computer Components (pre-reading assignment)</i></li></ul>
[BREAK from 9:45 – 10:00am]	
12:00 – 1:00	LUNCH
1:00 – 2:15	Management Processes (Beth Gunderson) <ul style="list-style-type: none"><li>▪ Designing Key Organizational Processes</li></ul>
2:15 – 2:30	BREAK
DESIGNING PERFORMANCE MANAGEMENT SYSTEMS	
2:30 – 5:00 pm	<ul style="list-style-type: none"><li>▪ People and Rewards <i>- Case Example: Uber Case Study (pre-read assignment)</i></li></ul>
[BREAK from 3:30 – 3:45]	

## Day 3 – March 7 (THURSDAY)

8:00 – 9:45 am	<b>Designing Around the Customer (Sue Mohrman)</b> <ul style="list-style-type: none"><li>▪ The Front-Back Organization</li><li>▪ Impact of Digitalization<ul style="list-style-type: none"><li>- Case Example: Procter &amp; Gamble</li></ul></li></ul>
9:45 – 10:00	BREAK
10:00 – 11:30	<b>Designing Support Systems (Beth Gunderson)</b> <ul style="list-style-type: none"><li>▪ The Value-Adding Support Function / Finance Function Re-design at a Global Consumer Food Organization</li></ul>
11:30 – 1:00	LUNCH
	<b>[@ 12:30pm—Overview of CEO Certificate in Organization Design]</b>
1:00 – 1:30	Design Activity Flow Tool
1:30 – 3:00	<b>Built to Change (Chris Worley)</b> <ul style="list-style-type: none"><li>▪ <b>Designing Agile “Built to Change” Organizations</b><ul style="list-style-type: none"><li>- Case Examples</li></ul></li></ul>
3:00 – 3:15	BREAK
3:15 – 5:00 pm	<b>Designing Agile “Built to Change” Organizations (continued)</b>

## Day 4 – March 8 (FRIDAY)

### APPLICATIONS OF ORGANIZATIONAL DESIGN

8:00 – 10:00 am	<b>Organization Re-Design at Oracle (Becky Spears)</b>
10:00 – 10:15	BREAK
10:15 – 11:15	<b>Implementing New Designs (Chris Worley)</b>
11:15 – 11:45	<b>Concluding Comments – Design Challenges</b>
11:45 – 12:30 pm	LUNCH

### Upcoming Related Programs—

- **ADAPTING TO DISRUPTION WORKSHOP**  
September 24-26, 2019 (Los Angeles, CA) | Portofino Hotel—Redondo Beach
- **ADVANCED TOPICS IN ORGANIZATION DESIGN WORKSHOP**  
October 15-17, 2019 (Los Angeles, CA) | USC City Center—Downtown LA
- **STRATEGIC ORGANIZATION DESIGN WORKSHOP**  
November 19-22, 2019 (Los Angeles, CA) | Portofino Hotel—Redondo Beach

# CONTENT

---

- Core design concepts
- Strategy and design
- Trends
- New organizational forms
- Examples/Cases
- Diagnostics
- Design sequences
- Implementation issues