Agenda: September 21 – October 30, 2020
Virtual Organization Design Workshop

CEO — USC MARSHALL **CENTER** FOR **EFFECTIVE ORGANIZATIONS**

All Zoom Meetings are scheduled for 9:00—10:30am PST

Week 1	Design Flow and Strategy (Part 1)	Week's Suggested Activity	Friday Focus Area/Topic
	September 21	**Week of September 21**	**September 25**
	• Introduce the Redesign Flow process. • Demonstrate the First Principle: — Good design includes an "outside-in" perspective. • Introduce strategy and business model frameworks.	• Assess the organization's strategy for post-COVID objectives and how it does or does not yet provide sufficient guidance for design.	• What helps and hinders post-COVID strategy assessment? • Share your case examples and learn from one another on how to clarify strategy.

Week 2	From Strategy (Part 2) to Design Criteria	Week's Suggested Activity	Friday Focus Area/Topic
	September 28	**Week of September 28**	**October 2**
	• Discuss and demonstrate the linkage between strategy, capabilities, and design criteria. • Describe the central role of capabilities. • Demonstrate the First Principle: — Organizations should be designed against design criteria.	• Develop a set of design criteria to guide your redesign effort.	• Analyze and assess your design criteria and approaches to achieving alignment. • Discuss the relationship between design and culture.

Week 3	Variations and Trade-offs of Structural Approaches	Week's Suggested Activity	Friday Focus Area/Topic
	October 5	**Week of October 5**	**October 9**
	• Demonstrate the First Principle: — All designs are trade-offs • Principles of how to link capabilities to structural configurations. • Choices for designing the Corporate Center. • Options for core and lateral Structure.	Carry out a structural diagnosis, using tool provided. • Generate "hypotheses" about the approaches and kinds of structural changes that would better align with where the organization is trying to go. • Draw a rough "good option" of a core structure.	• Share diagnoses and options and learn from analysis and discussion of the trade-offs that are made.

All Zoom Meetings are scheduled for 9:00—10:30am PST

Week 4	Designing Core and Lateral Structures	Week's Suggested Activity	Friday Focus Area/Topic
	October 12	**Week of October 12**	**October 16**
	• Demonstrate various approaches to lateral organization. • Examine impact of digitization on lateral design. • Consider impact of network and eco-system approaches to design.	• Refine your core structure. • Identify and describe the lateral mechanisms that are needed to complete the structural design.	• Share lateral design options. • Assess the challenges of achieving effective lateral integration.

Week 5	Designing Management Processes, Rewards and People Systems	Week's Suggested Activity	Friday Focus Area/Topic
	October 19	**Week of October 19**	**October 23**
	• Understand the key integrating processes, rewards and people practices and their importance to achieving a successful design. • Introduce tools, frameworks, and processes to address management processes, rewards, and people practices.	• Identify key management processes, rewards and people implications required to enable the new performance capabilities and fit with your structural design.	• Learn from each other about how tools were applied to your specific case example. • Discuss approaches and experiences for using management processes, rewards and people practices to align a design.

Week 6	Agility, Digitalization and Customer Centricity	Week's Suggested Activity	Friday Focus Area/Topic
	October 26	**Week of October 26**	**October 30**
	• Define the concept of organization agility and its relationship to the Star Model. • Discuss the organization challenges associated with digital and customer centricity transformation. • Identify key design elements in a digitalized organization.	• How can agility inform the process of "coming out of COVID?" • How to move from agility by necessity to agility by design?	• Bringing it all together – how are traditional approaches and assumptions to organization design being challenged by COVID and digitalization.