

# ORGANIZATION DESIGN CERTIFICATE

PROGRAM INFORMATION



USC MARSHALL CENTER FOR  
EFFECTIVE ORGANIZATIONS

**Organization Design is a critical organizational capability in today's dynamic global economy. CEO offers a Certificate in Organization Design for those interested in acquiring this important competency.**

**ORGANIZATION DESIGN HAS BEEN A FOCUS OF RESEARCH AND TEACHING AT THE CENTER FOR EFFECTIVE ORGANIZATIONS FOR THE PAST 40 YEARS**

CEO researchers have contributed 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
- designs for agility and sustainability and design of the digitally enabled organization

The Organization Design Certificate Program consists of two parts. Participants who attend both workshops and successfully complete a design project receive a Certificate in Organization Design.

# Part 1: Strategic Organization Design Workshop



**This workshop provides participants with core principles, frameworks, models, and tools.**

Using Jay Galbraith's Star Model of design as our starting point, 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. The program has also been recently refreshed to increase focus on the design challenges of an increasingly digital economy where work, change and design issues are merging.

This workshop provides foundational knowledge and frameworks of organization design, including:

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

# Part 2: Advanced Topics in Organization Design Workshop

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**This workshop is a practicum-based course in which participants receive coaching while working through a real design challenge.**

Participants learn from each other as their projects are shared and discussed during the workshop. Peer feedback being one of the key components. Over 250 participants and companies from North America, Asia, Europe, the Middle East and South America have attended this program.

This program includes deeper exposure to the following topics:

- The Global Organization
- Designing for Innovation and Growth
- The Knowledge Organization
- Support Services
- Mergers and Acquisitions
- Network Organizations
- Designing digitally enabled organizations
- Design Processes and Implementation
- Implementation of New Designs
- Large Group Design Processes

# Organization Design Certificate

In addition to attending the two workshops (Part 1 & 2), 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 must 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.

“*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.*”

## Coaching, Community and Practice

CEO has long bridged the corporate and academic worlds, informing both with sound research and lasting relationships, and fostering a community of researchers and practitioners dedicated to creating effective organizations. To earn the Certificate in Organization Design is to become part of our community.

## Who Should Attend?

This program is designed for individuals and teams interested in gaining a depth of knowledge and a variety of innovative tools and processes for organizational design. The program is appropriate for HR professionals, internal consultants, line managers, and others involved with strategic design and implementation. It is recommended that candidates have some background in or understanding of organizational design issues.

This program is invaluable for:

- HR executives
- General managers
- Functional executives and strategy professionals interested in human capital management and organizational effectiveness
- Individuals and teams involved in refocusing and redesigning their organization

All workshops qualify for CEU credits.

## Faculty

Candidates benefit from being taught by CEO's internationally recognized researchers and industry practitioners who have authored numerous books and articles on organization design and effectiveness, including current work on designing for knowledge leadership, designing the strategic HR function, building strategic change capabilities, and organization development.

Susan A. Mohrman, Senior Research Scientist

Christopher G. Worley, Senior Research Scientist

Beth Gunderson, Former General Mills Senior Director of Organizational Capabilities

Becky Spears, Oracle OD Consulting Practice Leader

# Organization Design Certificate Additional Information

## Certificate Requirements:

In order to receive a certificate, both workshops along with a case study must be completed within a time frame of 18 months up to 3 years. Candidates also must attend the entirety of each workshop, actively participate, and complete all pre-work, assignments, and evaluations.

## Pricing:

Part 1

Sponsor Companies: \$4,200 per person

Non-Sponsor Companies: \$5,550 per person

Part 2

Sponsor Companies: \$7,250 per person

Non-Sponsor Companies: \$8,500 per person

\*Prices subject to change

## Questions?

To find out more about the Organization Design Certificate Program, please contact Vivian Jimenez ([vivianji@marshall.usc.edu](mailto:vivianji@marshall.usc.edu)) or call CEO at (213) 740-9814.

Or visit our website: [ceo.usc.edu](http://ceo.usc.edu)