

# Tentative Agenda: April 12 – May 17, 2021

## Virtual Organization Design Workshop

All Zoom Meetings start at 9:00 am PST

| Week                | Program Kick Off  | Week's Suggested Activity  |
|---------------------|---|--|
| <b>1</b><br>90 min. | <b>April 12</b>   | <b>Week of April 12</b>  |
|                     | <ul style="list-style-type: none"> <li>• Introduce the Star Model and First Principles</li> <li>• Conduct participant introduction exercise.</li> <li>• Provide overview of program logistics.               <ul style="list-style-type: none"> <li>— Demonstrate Jamboard</li> </ul> </li> </ul>   | <ul style="list-style-type: none"> <li>• <b>Assignment for April 19</b></li> </ul> |
| <b>2</b><br>4 hrs.  | <b>April 19</b>   | <b>Week of April 19</b>  |
|                     | <ul style="list-style-type: none"> <li>• Introduce the Redesign Flow process.</li> <li>• Demonstrate the First Principle:               <ul style="list-style-type: none"> <li>— Good design includes an “outside-in” perspective.</li> </ul> </li> <li>• Introduce strategy and business model frameworks.</li> <li>• Discuss and demonstrate the linkage between strategy, capabilities, and design criteria.</li> <li>• Describe the central role of capabilities.</li> <li>• Demonstrate the First Principle.</li> <li>• Organizations should be designed against design criteria.</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Assignment for April 26</b></li> </ul> |
| <b>3</b><br>4 hrs.  | <b>April 26</b>   | <b>Week of April 26</b>  |
|                     | <ul style="list-style-type: none"> <li>• Demonstrate the First Principle               <ul style="list-style-type: none"> <li>— All designs are trade-offs.</li> </ul> </li> <li>• Principles of how to link capabilities to structural configurations</li> <li>• Choices for designing the Corporate Center</li> <li>• Options for Core and Lateral Structure</li> <li>• Demonstrate various approaches to lateral organization.</li> <li>• Examine impact of digitization on lateral design.</li> <li>• Consider impact of network and eco-system approaches to design.</li> </ul>              | <ul style="list-style-type: none"> <li>• <b>Assignment for May 3</b></li> </ul>    |

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| Week<br>4 | Topical Breakouts   | Week's Suggested Activity   |
|-----------|---|---|
| 2 hrs.    | <p style="text-align: center;"><b>May 3</b></p> <ul style="list-style-type: none"> <li>• Provide an opportunity to go deeper into an area of interest:               <ul style="list-style-type: none"> <li>— Strategy/Design Criteria</li> <li>— Core &amp; Lateral</li> <li>— Capabilities – integrating across strategy and structure.</li> <li>— Laying the Foundation</li> </ul> </li> <li>• Participants will have the chance to go to one topical break out room and spend time with an instructor going deeper into the topic as well as share learnings between participants.</li> </ul>   | <p style="text-align: center;"><b>Week of May 3</b></p> <ul style="list-style-type: none"> <li>• <b>Assignment for May 10</b></li> </ul>  |
| Week<br>5 | Designing Management Processes, Rewards and People Systems & Agility, Digitalization and Customer Centricity  | Week's Suggested Activity   |
| 4 hrs.    | <p style="text-align: center;"><b>May 10</b></p> <ul style="list-style-type: none"> <li>• Understand the key integrating processes, rewards and people practices and their importance to achieving a successful design.</li> <li>• Introduce tools, frameworks, and processes to address Management Processes, Rewards and People Practices.</li> <li>• Define the concept of organization agility and its relationship to the Star Model.</li> <li>• Discuss the organization challenges associated with digital and customer centricity transformation.</li> <li>• Identify key design elements in a digitalized organization.</li> </ul> | <p style="text-align: center;"><b>Week of May 10</b></p> <ul style="list-style-type: none"> <li>• <b>Assignment for May 17</b></li> </ul> |

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| Week        | Org Design Implementation   |  |
|-------------|---|--|
| 6<br>3 hrs. | <p data-bbox="732 378 827 407" style="text-align: center;"><b>May 17</b></p> <ul data-bbox="239 418 1304 630" style="list-style-type: none"><li data-bbox="239 418 1304 521">• Plenary Session<ul data-bbox="289 456 1304 521" style="list-style-type: none"><li data-bbox="289 456 1304 488">— Describe several frameworks for thinking about Implementation and Assessment.</li><li data-bbox="289 488 1304 521">— Discuss a model of change acceleration.</li></ul></li><li data-bbox="239 521 1304 630">• Break Out Sessions<ul data-bbox="289 558 1304 630" style="list-style-type: none"><li data-bbox="289 558 1304 630">— Participants will have the opportunity to break out into smaller groups to discuss best practices and ideas on effective org design implementation.</li></ul></li></ul> |  |