

# ORGANIZATION DESIGN CERTIFICATE

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## 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 three parts. Participants who complete all three parts and successfully complete a design project receive a Certificate in Organization Design from the Center for Effective Organizations, Marshall School of Business at the University of Southern California.

# 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
- Organizing Around the Customer Innovation and Agility
- Designing for Flexibility and Innovation
- Innovation and Agility
- Designing Performance Management Systems
- Designing Implementation Processes

*The workshop is a prerequisite for attending Part II: Strategic Organization Design Activation Workshop. Attendance at any previous offerings of this workshop fulfills the prerequisite.*

# **Part 2: Strategic Organization Design Activation Workshop**



**Develop your skills to ensure successful organization design activation.**

In this highly interactive, practical program, participants will learn how to apply and leverage activation-related frameworks in addition to the frameworks and tools learned in the Strategic Organization Design workshop. Real life case studies will be used to highlight applications

This program includes deeper exposure to the following topics:

- Integrate organization design with business model frameworks
- Apply a systems-thinking approach to activation
- Orchestrate identification and activation of effective lateral connections
- Address micro-design challenges related to management processes, rewards, and people
- Ensure effective design governance and change management to activate and sustain the changes
- Understand how to influence and manage design fatigue and resistance

*Prerequisite: Completion of Part I: Strategic Organization Design Workshop. Part II: Strategic Organization Design Activation Workshop is a prerequisite for attending Part III: Strategic Organization Design Application.*

# Part 3: Strategic Organization Design Application

**A deeper exploration in the application of design topics, processes, and analyses.**

Continuing upon the learnings and work completed in the Strategic Organization Design and Activation workshops, participants learn from faculty consultation through one-on-one coaching while working through a real design challenge within their organization. Participants are required to attend virtual coaching sessions with faculty, prepare a detailed design case, and present, via online webinar, among peers of the strategic organization design community.

*This course is only open to individuals who have already attended Part I: Strategic Organization Design Workshop and Part II: Strategic Organization Design Activation. All design challenges/projects must be submitted for approval prior to coaching process.*

**“**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.

Christopher G. Worley, Senior Research Scientist

Beth Gunderson, Former General Mills Senior Director of Organizational Capabilities

Liz Vales Damron, Principal at Liz Vales Consulting

# **Organization Design Certificate Additional Information**



## **Certificate Requirements:**

In order to receive a certificate, all three 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: \$4,500 per person**

**Non-Sponsor Companies: \$5,750 per person**

### **Part 2**

**Sponsor Companies: \$3,200 per person**

**Non-Sponsor Companies: \$4,100 per person**

### **Part 3**

**Sponsor Companies: \$8,750 per person**

**Non-Sponsor Companies: \$9,750 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)