



The **RBL** Group

ORGANIZATIONAL DESIGN

A complete methodology and toolkit to resolve organization design and transformation challenges.

A program created by thought leaders for top *future leaders*.

Norm Smallwood is a recognized authority in developing businesses and their leaders to deliver results and increase value. His work focuses on increasing business value by building “outside in” organizations, leadership, and people capabilities that measurably impact market value.

As one of the world's leading business thinkers, **Dave Ulrich** has a passion for ideas with impact. He has been ranked as the #1 management guru by Business Week, profiled by Fast Company as one of the world's top 10 creative people in business, a top 5 coach in Forbes, and recognized on Thinkers50 as one of the world's leading business thinkers.

2 Organization Design



OVERVIEW

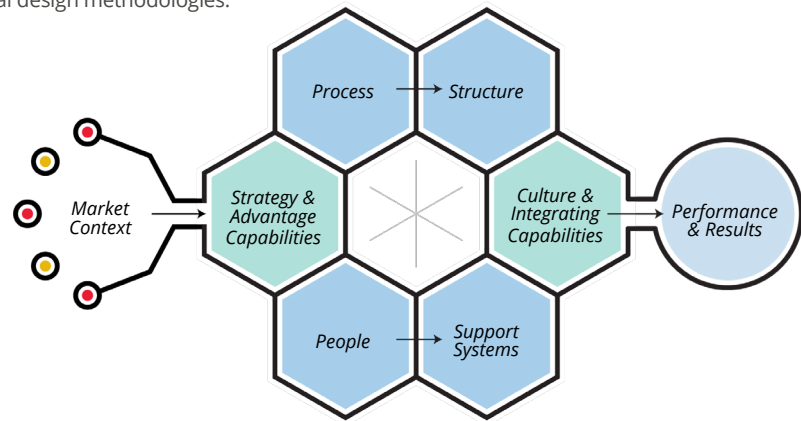
This 4 X ½ day virtual workshop provides the complete methodology and toolkit to resolve organization design and transformation challenges.

Audience

- HR Leaders
- HR Business Partners
- Organizational Design Functional Leaders
- HR Generalists
- Business Unit and Functional Managers

Proprietary, Proven Framework

RBL's proven design model will provide the framework used throughout the workshops. Starting with your current state, together we will identify the target future vision, work through the redesign process, and develop a transition plan. This advanced workshop will utilize our propriety strategy, capability and functional design methodologies.



TIMELINE

Phase 1

1 Organizational Alignment Model
Outside-In Perspective



Work Application 1

2 Design Principles & Criteria
Types of Work & Categorization



Work Application 2

3 Groupings & Structure
Roles & Responsibilities



4 Support Systems
Team Structures & Change



Module 1

Module 2

Module 3

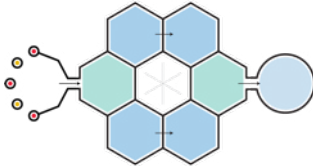
Module 4

ORGANIZATION DESIGN

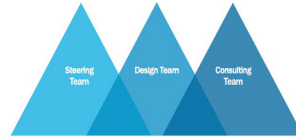
Organization Design sessions would be designed to interactively explore critical content in the following areas:



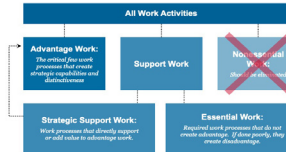
FRAMEWORKS WE COVER



Our organization system model starts with an outside in understanding and identifies key elements that are necessary for creating an aligned organization.



We believe that good organization design involves multiple teams working closely together in different roles to create an optimal solution. This team based approach has significant impact on managing change and implementation once the design is complete.



Effective organization design is driven identifying the work that creates the most external value and then aligning the organization around that work. Some work needs to be designed with effectiveness logic and other work needs to be designed with efficiency logic.

Customer Trends	Competitor Positioning	External Trends	Industry Dynamics	Investor & Owner Expectations
<ul style="list-style-type: none"> Who are target customers and what are their characteristics? How are they changing? Why do our customers buy (or buy from us compared to others)? What do our customers wish we would do differently? 	<ul style="list-style-type: none"> Who are the players? What's winning and losing? What are the strategies from industry leaders? How do competitors view us? Are there competitors that could replicate us? 	<ul style="list-style-type: none"> What key technical trends could impact our business? Are there demographic shifts that we should be watching? What impact could social/political/economic shifts have on our organization? Are there environmental issues that will impact us? 	<ul style="list-style-type: none"> What's the playing field like today? What are the key differentiators & trends that will impact our industry? What can be learned from other industries? What are possible future growth drivers? 	<ul style="list-style-type: none"> What are current financial results versus expectations? How attractive is this business as an investment? Why? What is the perception of our strategy and growth prospects?

All good organization change begins outside-in. There are key elements of outside in data that set the context for impactful organization design: customer needs, competitor positioning, external trends, industry dynamics, and owners/investors.

SYSTEM-BASED ORGANIZATION DESIGN

Whether you're starting at the top of the organization or looking at a function or process, a systems approach creates the architecture that delivers better performance and results.

1

BEGIN WITH AN OUTSIDE-IN PERSPECTIVE.

Ultimate value is determined by external customers and stakeholders. The organization should be designed in a way that reflects these external priorities.

2

STRATEGY DRIVES ORGANIZATION, NOT JUST STRUCTURE.

Ultimate value is determined by external customers and stakeholders. The organization should be designed in a way that reflects these external priorities.

3

BE CLEAR ON WHAT IS BEING OPTIMIZED.

You need to be clear about who supports who and which direction requirements flow. Strategy and capabilities are the basis for this clarity.

4

ALL WORK IS NOT CREATED EQUAL.

Some work should be designed using efficiency logic. Some work should be designed using effectiveness logic. Effectiveness work and efficiency work should be separated.

5

SEPARATE TRANSITION ISSUES FROM DESIGN DECISIONS.

Design for an aspirational "Ideal Future" – not people, current capability, or exceptions. The design must be forward looking but also doable.

6

CHANGE ENABLING.

We embed change management from the beginning to the end. By involving the people who do the work in how the work should be done, our approach yields a comprehensive, integrated and executable design and capability development plan.

DETAILS

To reserve a place for your company or get more information, email

spar@rbl.net

Participant Profiles: CHROS, HR Leaders, Organization Design Leaders, Strategic Business Partners

Cost per participant: USD \$2,500*

*Includes all program fees, materials, and Virtual Instructor-Led sessions.