Center for Effective Organization's Organization Design Programs

Organization design has been a focus of research and teaching at the Center for Effective Organization (CEO) for the past 30 years. CEO researchers have contributed some of the 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; and, most recently, designs for agility and sustainability and design of the digitally enabled organization.

Our *Strategic Organization Design 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. Beth Gunderson (General Mills) and Becky Spears (Oracle) share their experience-based knowledge about design consulting.

The Advanced Topics in Organization Design Workshop is a practicum-based course in which participants receive coaching while working through a real design challenge, and learn from each other as the projects are shared and discussed during the workshop. Participants who attend both workshops and successfully complete a design project receive a *Certificate in Organization Design.* The organization design program has attracted an international group of companies from Asia, Europe, the Middle East, and South America.

The Certificate Program consists of the following <u>two</u> parts:

Part I: Strategic Organization Design Workshop

February 6-9, 2018
November 13-16, 2018

Fees:

$4,200 per person / Sponsor Companies
$5,250 per person / Non-Sponsor Companies

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 Implementation Processes

Location:

Portofino Hotel—Redondo Beach
Los Angeles, CA
http://www.hotelportofino.com/

Part II: Advanced Topics in Organization Design Workshop

September 25-28, 2018

Fees:

$7,250 per person/Sponsor Companies
$8,500 per person/Non-Sponsor Companies

This workshop entails pre-reading, a design project in which participants are coached as they develop a case following the star model design, and peer and faculty consultation about company projects.

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
- Designing digitally enabled organizations
- Network Organizations
- Design Processes and Implementation
- Implementation of New Designs
- Large Group Design Processes

This session is open only to individuals who have already attended Part I: Strategic Organization Design Workshop (or other CEO Organization Design Workshop).

SPACE IS LIMITED – REGISTER EARLY!

Testimonials About the Organizational Design Certificate Program:

➤ *"These workshops provide you with a methodology and process for doing org design in a systematic way. Learning from others in class with varying industry experience and different expertise.*

➤ *"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."*

➤ *"One of the best learning experiences I've had."*

Faculty Co-directors and Principal Investigators

Christopher G. Worley (cworley@marshall.usc.edu)
Chris is a Senior Research Scientist at the Center for Effective Organizations at the Marshall School of Business at the University of Southern California. He is a recognized leader in the field of organization development. He is also a Professor of Strategy at the NEOMA Business School in France. The primary focus of his efforts has been on strategy formulation and implementation, organization design, and the longitudinal evaluation of strategic change.

Susan A. Mohrman (smohrman@marshall.usc.edu)
Sue is a Senior Research Scientist at the Center for Effective Organizations in the Marshall School of Business at the University of Southern California. She is widely known for her research in the area of organization design and effectiveness and on large-scale change. She has focused on the design of knowledge-based firms and knowledge creating systems and complex laterally linked organizations. Most recently, she has been focusing on the design of complex collaborations to foster sustainability. She also examines the research process itself, and how to create academic/company partnerships to yield useful knowledge.

Beth Gunderson, General Mills
Beth is Senior Director Organization Capabilities within the General Mills Talent and Organization Capabilities (TOC) department.   The TOC team is a corporate Human Resources resource positioned to help drive the strategic imperatives of General Mills through increasing talent and organization capacity/ capability.   Beth is responsible for organization design and change management practices - consulting on large scale organization design projects as well as building capability across the organization

Guest Faculty

Becky Spears, Oracle
Becky is the leader of the OD Consulting Practice in Oracle's OTD (Organization Talent & Development) Group). OTD global solutions include Organization Strategy, Assessment, and Design; Organization Agility and Change Leadership; Team Effectiveness; Talent Management; Leadership and Professional Development; Oracle Women's Leadership (OWL); Top Talent Development; HCM Enablement; and HR Communications and Information Services.

Contact Information about the Programs and Certificate in Organization Design

Alice Yee Mark (amark@marshall.usc.edu) is the Administrative Director of the Organization Design Certificate Program, and leads the Research Services group that provides technical and project management support for our research projects. She can also be reached at (213) 740-9814.