Organisation Design

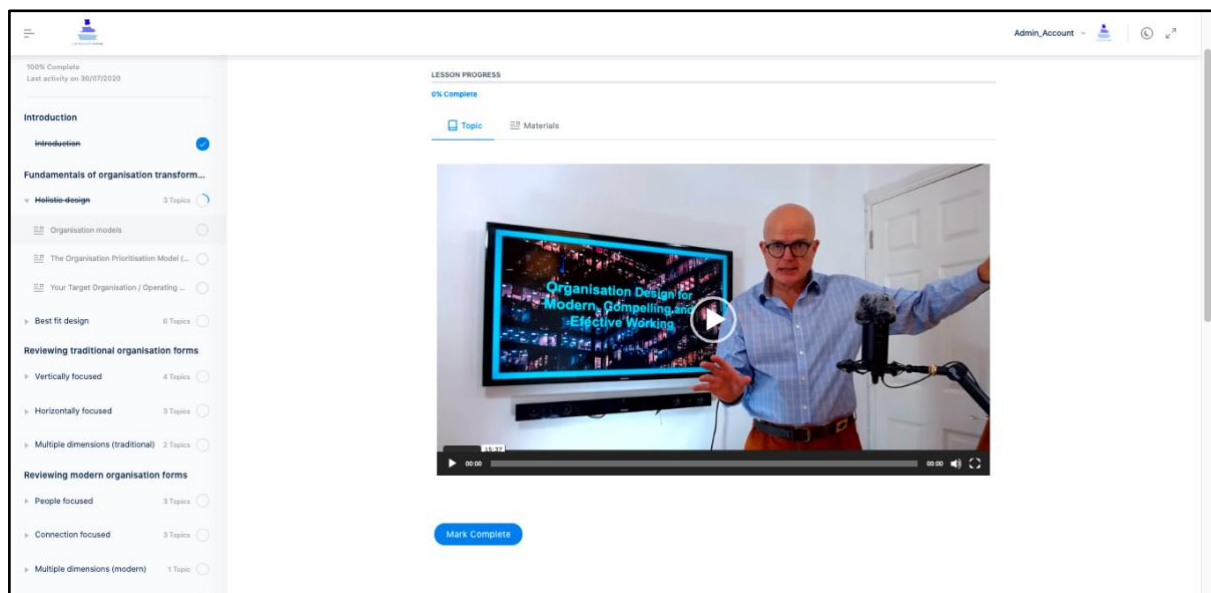## From the Jon Ingham Strategic HR Academy

joningham.academy

The Importance of Organisation Design

While many HR functions have recently improved the management and development of their talent, organisation design has often received less attention. Academics including Dave Ulrich and Ed Lawler have suggested that HR may be placing too much emphasis on talent management at the expense of ensuring that talent is working in an effective organisation.

This course examines how each of the areas of organisation design are currently being influenced by changes in the business environment, workforce requirements and other factors and how these are likely to affect organisations in the future. We look at traditional organisation forms, including functions and horizontal teams, and newer forms including communities, networks and ecosystems. We will also consider other organisation options and forms you may have come across, such as Teal, Holacracy, Agile, etc.

Attend this course to learn how selecting from and tailoring organisation design options provides business leaders the best possible opportunity to implement their business strategies while also providing a conducive environment for employees and teams to maximise their contribution. Also review the processes involved in selecting and implementing a new design.

Course Outline

Fundamentals of organisation transformation
- Holistic design (including the importance of organisation models and canvases)
- Best fit design (the importance of choice, and linking organisation architecture to organisation capital and principles, plus how to choose your architecture)

Reviewing traditional organisation forms
- Vertically focused (simple / functional and divisional forms, plus criticisms from Teal and Corporate Rebels)
- Horizontally focused (process and project based forms, Agile, Holacracy)
- Multiple dimensions (traditional – matrix and front-back forms)

Reviewing modern organisation forms
- People focused (community, including communities of performance, and opportunities for formalising and informal)
- Connection focused (network form, including differences to communities, and ecosystems)
- Multiple dimensions (modern – meld form)
- Digital (platform and blockchain based forms)

Developing the organisation design
- Creating an architecture based on organisation forms (prioritising, combining and integrating forms)
- Completing the design (organisation and HR enablers, layers, spans, grades, job titles, co-ordination machanisms)

Choosing and implementing your new architecture
- Conducting an organisation design (main design steps, selecting a new architecture, dealing with trade-offs – eg managing a matrix)
- Implementing the organisation design (top-down, bottom-up, other approaches)
- Managing an organisation redesign (programme management approaches)
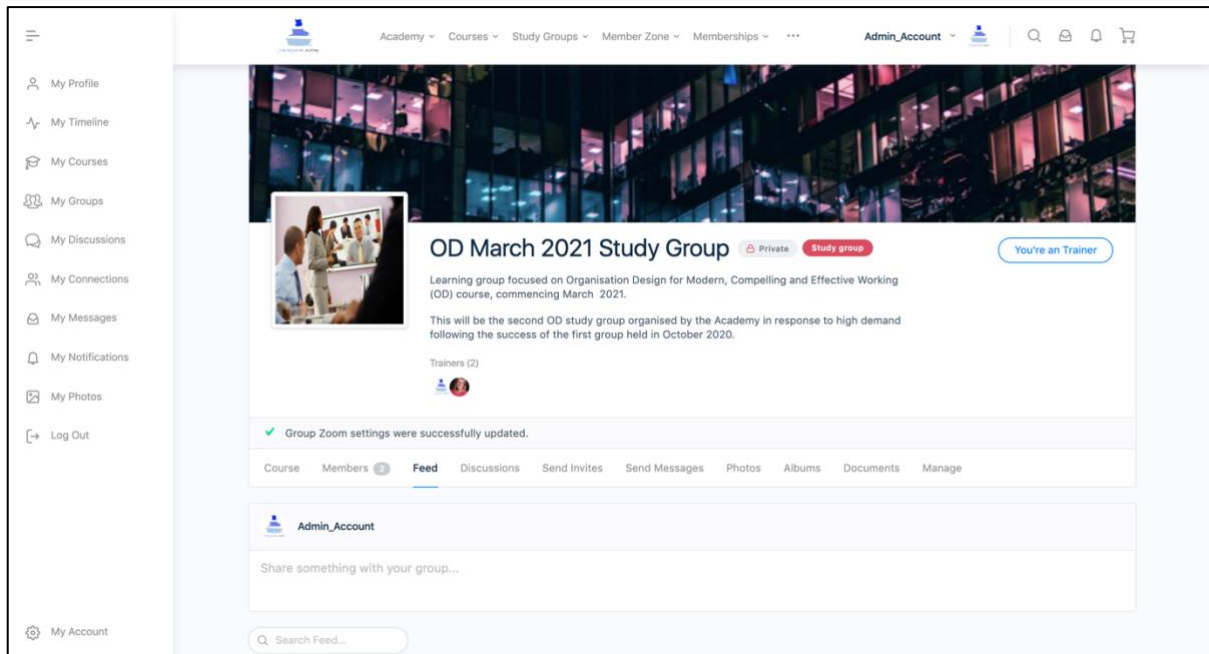
NEW study group: 27 September– 19 November 2021

The Academy's study groups are small cohorts of participants focused on a particular course. These last for about two months and are run one or more times per year for each course. Study groups provide the main basis for Q&A with Jon Ingham, and also asynchronous chat based discussion about the course, and your own opportunities around the course with other participants.

Study groups are also supported by four Zoom calls during the life of a study group. These help members of the group get to know each other, enable us to discuss more complex issues, support activities and provide a basis for reviewing the application of content to your own organisation.

The schedule for the forthcoming Organisation Design study group will be:

Week	Commencing Week	Focus
1	27 September	• Orientation
2	4 October	• Introduction • Initial Zoom call – Overview and connections
3	11 October	• Section 1 – Fundamentals of organisation transformation
4	18 October	• Section 2 – Reviewing traditional organisation forms • Second Zoom call – Considering changes
5	25 October	• Section 3 – Reviewing modern organisation forms
6	1 November	• Section 4 – Developing the organisation design • Third Zoom call – Considering changes
7	8 November	• Section 5 – Choosing and implementing your new architecture
8	15 November	• Summary • Final Zoom call – Action planning

About the Jon Ingham Strategic HR Academy

The Academy provides online capability development which is obviously particularly relevant to support remote working during the pandemic. However, this also offers an enhanced learning experience compared to traditional, face-to-face training:

> **Key benefits:**
>
> - **Study at the time and in the location which is most convenient for you**
> - **Participate from anywhere in the world*, avoiding travel time and costs**
> - **Review or fast forward content to support your own learning needs**
> - **Share insights, experiences and plan actions within small cohorts**
> - **Learn from other discussions taking place across the whole Academy.**

Video, other learning materials and study group facilitation are provided by globally recognised HR strategist, Jon Ingham:

- Co-author with Dave Ulrich of 'Building Better HR Departments'
- Author of 'The Social Organization'
- Top Global HR Tech Influencer 2019, 2020 - Human Resource Executive (USA)
- Mover and Shaker 2019 (& 7th Top UK HR Influencer, 2013) - HR Magazine (UK)
- HRD Thought Leader - HRD Connect (UK).

_____

Study Group Timetable

Month	Study groups
September 2021	• Culture change - what and how • Organisation design for modern, compelling and effective working
October 2021	• Digital transformation for HR • Putting people first providing meaning and performance • Employee experience to create and share value • Strategic partnering to improve HR credibility and contribution • HR transformation for creating value • Performance management re-engineering • Reward innovation: true transformation vs timid tinkering
January 2022	• Wellbeing and resilience: moving beyond engagement • Business relationship management skills • Process design in both HR and the business
February 2022	• Employer branding through organisational differentiation • Teams and teaming: high performance for the new world • Leadership and management in the new world of work •

Notes: course content will be made available shortly before the relevant study group.

Courses cost £298 GBP including optional participation in a study group. All course fees include ongoing Silver membership providing access to all non-course learning resources in the Academy.

Find more information and enrol at www.joningham.academy

Or contact admin@joningham.academy

Follow the academy on Linkedin for updates and general insights at www.linkedin.com/school/jon-ingham-strategic-hr-academy