COURSE BROCHURE

Organizational Development and Structure Design

An advanced course on diagnosing organizational effectiveness and redesigning structure, covering spans and layers, role and decision-rights design, governance and the transition to the new organization.

Code	HT-HR-118
Category	Human Resources & Talent
Duration	1 week
Level	Advanced

Introduction

A restructuring that starts by drawing boxes on a chart usually ends with overlapping mandates and slower decisions. Sound structure comes out of a diagnosis that links strategy to how work flows and where decisions are made, which is exactly what organizations going through transformation, merger or growth need.

Objectives

- Diagnose organizational problems with structured models and reliable data
- Derive design criteria from strategy and weigh alternative structural archetypes
- Analyze spans of control and management layers and identify simplification opportunities
- Define roles, decision rights and governance mechanisms between units
- Prepare a transition plan that manages the impact on people and processes

Who should attend

- HR managers and organizational development specialists
- Strategy and corporate excellence managers
- Leaders of transformation and restructuring programs in government entities and companies
- Internal consultants and HR business partners

Skills you will develop

- Organizational diagnosis
- Structure and role design
- Span-of-control and workforce sizing analysis
- Organizational transition management

Learning Outcomes

- Produce a diagnostic report that identifies root causes of weak organizational performance
- Compare structural options against weighted design criteria
- Build a RACI chart and a delegation-of-authority matrix for a core process
- Draft a phased roadmap from the current structure to the target structure

Course Outline

Day 1: Foundations of OD and Diagnosis

- Organizational development as planned change and the action research cycle from contracting to evaluation
- Diagnostic models: Galbraith Star Model, McKinsey 7S and Burke-Litwin
- Gathering data through interviews, surveys and workflow analysis, and framing diagnostic hypotheses

Day 2: Structure Design Principles

- Turning strategy into design criteria and the Goold and Campbell tests of a well-designed organization
- Structural archetypes: functional, divisional, matrix and network, with the benefits and costs of each
- Centralization versus decentralization and where shared services and centers of expertise sit

Day 3: Detailed Design and Governance

- Span-of-control and layer analysis on real case data
- Role design, job families and allocating accountabilities with RACI
- Decision rights, the delegation-of-authority matrix, committees and lateral coordination mechanisms

Day 4: Workforce Sizing and Transition Planning

- Sizing the workforce with workload drivers and benchmarks
- Mapping people to new roles while respecting nationalization and succession plans
- Assessing the impact on processes and systems and building a phased transition plan

Day 5: OD Interventions and Measuring Effectiveness

- Team, intergroup and culture interventions
- Organizational health indicators and the post-implementation structure review
- Applied project in which each team presents the proposed structure for the course case with its RACI chart and transition roadmap

Training methodology

One running case organization on which diagnosis and design are built day by day
Span-and-layer analysis exercise on organization chart data in Excel
Workshops to build RACI and delegation-of-authority matrices
Team presentations to a panel acting as senior management

Certification

Participants receive a Harbor Training Center certificate of attendance on completing the course.

Upcoming dates

City	Dates	Language	Fee
Istanbul	25 – 29 January 2027	AR	EUR 4,800
Dubai	1 – 5 February 2027	EN	EUR 4,500
London	8 – 12 February 2027	AR	EUR 5,700
Amsterdam	15 – 19 February 2027	EN	EUR 5,500
Online	22 – 26 February 2027	AR	EUR 1,800
Istanbul	26 – 30 July 2027	EN	EUR 4,800
Dubai	2 – 6 August 2027	AR	EUR 4,500
London	9 – 13 August 2027	EN	EUR 5,700
Amsterdam	16 – 20 August 2027	AR	EUR 5,500
Online	23 – 27 August 2027	EN	EUR 1,800

Fees are per participant.

Contact us

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