MERCURY

Organizational Design and Workforce Planning Course

10 – 14 May 2027
Nairobi (Kenya)



Dubai - UAE: +971 4 450 5697
Istanbul - Türkiye: +90 539 599 1206
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Ref: 15426_1063745 **Date:** 10 – 14 May 2027 **Location:** Nairobi (Kenya) **Fees:** 5300 Euro

Introduction:

This organizational design and workforce planning course addresses the question: What is the most effective way to assist a team of professionals in realizing their collective objectives? This course aims to enable participants to refine the efficiency and effectiveness of their organizational structure with a strategic approach that considers the organizational environment's complexities alongside the workforce's availability and capability to deliver requisite performance levels.

Organizational design is a collaborative responsibility. HR professionals can be pivotal in enabling and guiding this transformational process. Participants of this course will be equipped with comprehensive tools ranging from innovative thinking techniques for the model design analysis phase to agendas and guides for facilitating work sessions. In essence, this workforce planning training is structured to meet the functional needs of the participants and amplify their capacity for implementation.

Optimizing an organization's structure is a critical determinant of its success. By understanding effective organizational design principles, HR professionals and business leaders can create an environment that fosters agility, innovation, and resilience to delve into the definition of organizational design, principles, best practices, and the process of organizational design, equipping participants with creative and effective organizational structures.

Workforce planning is essential for aligning an organization's human capital with its long-term business strategies to elaborate on the definition, importance, and principles of workforce planning, employing various workforce planning tools and solutions. Understanding HR workforce planning is pivotal to creating a sustainable model that meets current needs and anticipates future workforce requirements.

Targeted Groups:

- HR Specialists are serving as business partners.
- Individuals are responsible for Human Resource management planning.
- Supervisors overseeing organizational design processes.
- Professionals aiming to expand their knowledge and proficiency in this area.

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Course Objectives:

Participants in this organizational design and workforce planning course will gain the ability to:

- Discriminate between prevailing organizational structure models and discern their influence on individual and organizational performance.
- Conduct a thorough analysis of organizational design elements, including strategic objectives, operational processes breadth, governance systems, efficiency, and control span.
- Operate an integrated set of tools for structuring or restructuring organizational frameworks.
- Strengthen organizational adaptability to changes through encouraging mechanisms such as incentive schemes.
- Implement workforce planning methodologies to pinpoint staffing deficiencies at various organizational tiers.
- Develop human resource competencies for organizational design, such as job evaluation and job descriptions.

Targeted Competencies:

Participants competencies in this organizational design and workforce planning training will:

- Organizational design and its central importance.
- Strategic Workforce Planning.
- Competence in Job Evaluation.
- Proficiency in Writing Job Descriptions.
- Understanding Compensation and Benefits.
- Focusing on Education and Development.

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Course Content:

Unit 1: Evolution of Organizational Design Models:

- Definition and Objectives of Organizational Design.
- Evolution of Organizational Design Models and their Characteristics.
- Leavitt Diamond Model Technology, Tasks, People, Structure.
- Galbraith Star Model Strategy, Structure, Processes, Rewards, People.
- McKinsey's Seven Elements Model Strategy, Structure, Systems, Staff, Skills, Style, Shared Values.
- Burke-Litwin Model McKinsey's Seven Elements, External Environment, Performance, and Constructive Feedback.

Unit 2: Organizational Models:

- Common Types of Structures and Their Impact on Organizational Effectiveness.
- Functional Structure.
- Geographical Structure.
- Market or Customer-Based Structure.
- Product-Based Structure.
- Process-Based Structure.
- Matrix Structure.
- Network Structure.
- Network Hierarchical Structure.
- Frameworks to Identify Positions, Interdependencies, and Scope of Authority in Your Organization.
- Environmental Complexity and Stability Framework.
- Unity of Work: Work Diversity vs. Internal Consistency.
- Classification of Operating Mechanisms.

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Unit 3: Functional Tools for Designing and Redesigning Optimal Organizational Structures:

- Key Players and Roles and Responsibilities of Human Resources Functions.
- Elements to be Analyzed and Considered.
- Objectives - Linking Structure to Strategy.
- Constraints - Scope Geographical, Functional, and Business Unit and Focus of Organizational Design.
- Activities - Identifying Core Activities to Achieve the Strategy and Decision-Making Requirements.
- Units - Classifying Jobs into Specialized Units.
- Relationships and Connections - Coordinating and Collaborating between Work Units for Cooperative Work and Avoiding Isolation.
- Form - Determining Work Scope and Hierarchical Levels.
- Integrated Toolkit for Planning and Designing Organizational Structure.
- Radar Chart to Indicate Required Change Initiatives for Successful New Design.
- Radar Elements.
- Enabling Factors such as Incentives, Rewards, and Governance
- Operating Mechanisms.
- Description of the New Structure, including Roles, Competencies, and Resource Paths.
- Influenced Cultural and Behavioral Rules.

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Unit 4: Workforce Planning:

- Definition of Workforce Planning.
- Forecasting Employment Needs.
- Static Approach.
- Dynamic Approach.
- Fundamentals of Successful Workforce Planning.
- Strategic Workforce Planning Processes.
- Demand Analysis.
- Trend Analysis.
- Relative Analysis.
- Zero Manning Methodology.
- Data Extraction and Classification.

Unit 5: Key Skills of Organizational Design and Workforce Planning Specialists

- A deep dive into Job Evaluation using systems like the Mercer Job Evaluation.
- The process of authoring job descriptions is compatible with job evaluation system requirements.
- Formulating Salary Structures and Incentive Schemes.
- Methods to bolster employee readiness through targeted Education and Development programs.