



Organizational Design and Workforce Planning

12 - 16 Aug 2024
Milan (Italy)



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Ref.: 15426_307505 **Date:** 12 - 16 Aug 2024 **Location:** Milan (Italy) **Fees:** 4900 **Euro**

Introduction:

This course answers a simple question: "What is the best way to assist a group of professionals in achieving their common goals?" The aim of this course is to empower participants to improve the efficiency and effectiveness of the organizational structure based on strategic objectives and the complexity of the organizational environment, as well as the availability and readiness of the workforce to deliver the required performance.

Undoubtedly, organizational design is a shared responsibility as HR experts can facilitate and guide the process. Therefore, this course provides participants with a set of tools that enable HR professionals to facilitate and navigate the process systematically and systematically. This toolkit includes all necessary resources, from brainstorming and creative thinking techniques that can be used during the analysis phase of designing models, to work session agendas and facilitation guides. In other words, this training course focuses on the functional needs of the participants and their implementation capabilities.

Targeted Groups:

- HR Specialists as business partners.
- Those responsible for Human Resources management planning.
- Supervisors of organizational design processes.
- Anyone who needs this course and desires to enhance their skills and expertise.

Course Objectives:

At the end of this course the participants will be able to:

- Distinguishing between common organizational structure models and understanding their impact on individual and organizational performance.
- Analyzing elements of organizational design, including, but not limited to: strategic objectives, scope of operational processes, governance, efficiency, and span of control.
- Utilizing an integrated toolkit for designing or redesigning organizational structure.
- Enhancing organizational change readiness through enabling factors such as incentive plans or operational mechanisms.
- Applying workforce planning methodologies to identify workforce gaps at departmental and organizational levels.
- Acquiring and developing human resources skills necessary for organizational design, such as job evaluation and writing job descriptions.

Targeted Competencies:

- Organizational Design.
- Workforce Planning.
- Job Evaluation.
- Writing Job Descriptions.
- Compensation and Benefits.
- Education and Development.

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 along with 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

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, Business Unit, etc. 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

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:

- Job Evaluation: Uses and Advantages of the Mercer Job Evaluation System
- Writing Job Descriptions for New or Modified Roles to Align with the Job Evaluation System Requirements
- Salary Structure and Incentive Schemes
- Enhancing Employee Readiness through Education and Development



**Registration form on the :
Organizational Design and Workforce Planning**

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