REINVENTING ORGANIZATIONAL DESIGN AND STRUCTURE: OPTIMIZING STRATEGY, PEOPLE, PROCESSES, ACCOUNTABILITIES AND FUNCTIONS

2017
May 15 - 16
UNITED KINGDOM
Park Plaza County Hall London

Driving your Organization for a Competitive Advantage by Developing an Optimum Organization Structure

CLARIDEN CREDENTIALS AND ENGAGEMENT
Clariden Global is the pre-eminent and influential global business leadership institution. Today, we host more than 200 global executive education and major conference events around the world. We have partnered with professional organizations such as the Association of Chartered Certified Accounts (ACCA) and thought leaders from prestigious universities such as Harvard University John F. Kennedy School of Government, Wharton School of the University of Pennsylvania and Stanford University.
To maximize both your enjoyment and professional development, Clariden Global holds its executive programs at five star hotels, some of which include:

**Shangri-La Hotel, Singapore**  
**Singapore**  
Amidst lush gardens, this 3-wing luxury hotel is 6 km from the iconic Marina Bay Sands resort and 9 km from Sentosa.

**InterContinental Melbourne The Rialto**  
**Melbourne, Australia**  
Set in a grand 1891 building, this upscale chain hotel is 3 blocks from the Yarra River, and an 8-minute walk from the SEA LIFE Melbourne Aquarium.

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**London, United Kingdom**  
Across the street from St. James’s Park tube station, this sophisticated hotel is 10 minutes’ walk from Buckingham Palace and 2 miles from the Victoria and Albert Museum.

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Less than a block from Union Square, this stylish high-rise hotel is an 11-minute walk from the Moscone Center and 1.9 miles from Pier 39.

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Contact Kevin Young, Program Director at +44 (0) 20 7129 1222 | kevin@claridenglobal.org
WHY CLARIDEN GLOBAL EXECUTIVE EDUCATION?

GLOBAL ENGAGEMENT
Clariden Global is the pre-eminent and influential global business leadership institution. Today, we host more than 200 Global Executive Education and major conference events across 15 countries and 17 cities, including Singapore, London, Hong Kong, Sydney, Melbourne, Perth, New Zealand, San Francisco, Toronto, Johannesburg, Shanghai, Beijing, Kuala Lumpur, Dubai, Toronto, The Netherlands, New York and Zurich.

INTERNATIONALLY DIVERSE, SENIOR-LEVEL PARTICIPANTS
Clariden Global Executive Education programs have attracted participants from more than 5,000 global MNCs, regional corporations, and FORTUNE 500 companies, from more than 40 countries. All applications are reviewed based on professional achievement and organizational responsibility. Designed for individuals at all levels, from top executives to emerging leaders, each intensive program is crafted to equip leaders with essential capabilities to improve corporate performance and position their organizations to thrive.

THOUGHT LEADERSHIP
To provide strategic insights and relevant world-class executive education to global organizations, Clariden Global engages the best thought leaders and leading authorities from around the world. These include professors and faculty leaders from Harvard University, Stanford University, University of Pennsylvania Wharton, London Business School and other premium institutions to deliver transformational knowledge.

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PROGRAM
REINVENTING ORGANIZATIONAL DESIGN AND STRUCTURE: OPTIMIZING STRATEGY, PEOPLE, PROCESSES, ACCOUNTABILITIES AND FUNCTIONS

PROGRAM INFORMATION

DATES
15 - 16 May 2017

LOCATION
Park Plaza County Hall London, United Kingdom

TUITION FEES
Early Bird 1 (register and pay by 23 March 2017): £1,295
Early Bird 2 (register and pay by 20 April 2017): £1,495
Regular Tuition Fee: £1,595

Group discount of 10% for 2nd participant from the same organization. For limited time only by 20 April 2017, register 3 participants and the 4th participant will receive a complimentary seat (One discount scheme applies).

PROGRAM ADVISOR
Kevin Young
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Phone: +44 (0) 20 7129 1222

FACULTY DIRECTOR

Paul Gustavson

• Author of two bestselling books “Running into the Wind, Bronco Mendenhall, Five Strategies for Building Successful Teams” and “Living by the Power of Design”

• Paul’s work has been featured in over 50 books, company magazines and periodicals, including, Business Week, The New York Times, The Wall Street Journal, Fortune Magazine and many more

• Paul’s Organizational Design and Planning Model has been implemented by his clients and proven successful results

PROGRAM ESSENCE

Reinventing Organizational Design and Structure is a 2-day comprehensive program that will show you how to make smart design decisions in designing your organization structure to enable complex strategies to be executed effectively in today’s competitive environment. You will learn how to set up business strategies and management processes to align its accountabilities effectively in the matrix, and how to engage the right people in implementing challenging organizational changes.

Led by Paul Gustavson, international thought leader and author of two bestselling organizational design books, Paul will show you five key models and tools used to design and transform organization for superior performance starting with the organization’s strategy. You will also grasp the knowledge on proven Organizational Design Model to influence your organization’s culture and design high performance organization.
Presenting new frameworks, concepts, and tools that examine in depth how world class companies have tackled today’s design challenges, this program will provide new ways of thinking about design as well as a coherent way to organize existing knowledge about the field. It is an essential program for HR leaders who want to make better organizational design and structure.

**KEY BENEFITS**

- **Benchmark** your organization design and structure against world class companies that have succeeded in today’s competitive environment, including Google, Apple and many others
- **Identify your own organization’s key differentiating strategies** that are essential for a great organization design
- **Design a Change Management Structure & Process** to align with key tools and templates for a successful transformation
- **Determine an organization’s core and enabling processes** and how to categorize the work of these processes and their activities in order to design and align the right organization structures and systems

**WHO WILL ATTEND THIS PROGRAM**

This interactive and comprehensive two-day program is designed to help **HR leaders, corporate and strategy professionals and organization development practitioners** to gain maximum benefit from transforming organizations in this increasingly challenging environment to stay ahead with competitions. It will focus on core external and internal forces that require changes in your organization and the role of change management structure to ensure the quality and buy in of the design and its successful implementation.
Paul W. Gustavson is a leading management consultant specializing in strategy and organization design, business process improvement, leadership development, the design of high performance teams and work systems, change management and knowledge management. He has co-authored two best-selling book on “Running into the Wind, Bronco Mendenhall, Five Strategies for Building Successful Teams” and “The Power of Living by Design” and his work was featured in over 50 books, company magazines and periodicals, including, Business Week, The New York Times, The Wall Street Journal, Fortune Magazine and many more. His Organizational Design and Planning Model has implemented by his clients and proven successful results.
According to a recent research on Global Human Capital Trends by Deloitte, 92% of the HR leaders ranked organizational design as their key priority in the coming years in order to compete in today’s highly challenging business environment and competitive talent market. Companies are shifting their structures from contemporary functional models towards a more interconnected and flexible teams in order to be a more agile and customer-focused organization. This highly interactive 2-day “Reinventing Organizational Design and Structure: Optimizing Strategy, People, Processes, Accountabilities and Functions” executive program will bring you in-depth overview of how to design and transform your organization in this increasingly evolving and challenging environment.

Led by author of two bestselling organization planning and design books, Paul Gustavson, you will be equipped with critical skills and insights in creating a sustainable organization’s strategy and process to optimize your employees’ performance that drive your organization to your business objectives. Through interactive exercises and proven best practices, this program will provides you with insights on success proven Organizational Design Model to influence your organizations culture and design an optimum performance organization.

Explore on effective ways to identify your organization’s core enabler and unlock the best process to create a highly functional organizational structure. You will also learn the relationship between the results that organizations get or desires and the culture that drives these results and the choices that organizations can make or do make to drive their culture. At the end of the day, you will be expected to walk away with the key principles and tools that could assist you in designing a performance driven organizational structure that align with your organization’s business objective through effective change management process.
Day 1

Session 1: Establishing principles and processes for designing organizations that create strategic competitive advantages

- Identify the five key phases of Design and transformation: 1) Charter, Scope and Change Management Structure; 2) Analyze; 3) Design; 4) Implement; 5) Evaluation
- Review the three key tools for analysis: 1) environmental scan; 2) process / technical analysis; 3) culture / social analysis
- Utilize stakeholder analysis tools to ensure buy in and the capturing of the hearts and minds of those in each of the key stakeholder groups
- Application exercise – Develop a charter and change management structure for your organization design project
- Environmental scan

Session 2: Strategy is about creating sustainable superior performance

- Learn the methodology for defining an organization’s Market Place Positioning
- Learn about the power of differentiation and creating competitive advantage through uniqueness
- Learn the key elements of a strategy process
- Application exercise – Identify the Market Place Positioning for your organization and its uniqueness

Session 3: All organizations are made up of business processes, some are core process and others are enabling

- Review and identify the characteristics of an organization’s Core processes
- Review and identify the characteristics of an organization’s Enabling processes
- Identify how to map the sub processes of the organization’s core and enabling processes
- Identify how to map the activities and task for an organization’s sub processes
- Application exercise – Identify and map your organization’s key processes and identify which are core & enabling

Session 4: Each of these processes has sub processes, activities & tasks and deliverables, which need to be defined. Categorization of Work - not all work is created equal. Organizations need to understand the work that truly differentiates them and ensure that it is properly resourced

- Review the methodology to identify and categorize the organization’s most important and unique work
- Review the methodology to identify and categorize the organization’s business essential work
- Review the methodology to identify and categorize the organization’s compliance work
- Application exercise – Categorize your organization’s processes determining which are unique and a source of competitive advantage, and which are essential staying in business

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Day 2

Session 5: Organizations are perfectly designed to get the results that they get. Here we examine the relationship between the results that organizations get, their culture and the organizational choices that they make in the environment that they participate in

- Understand the power of the OSD model to “perfectly design high performance organizations” that create focus, alignment, and an environment of execution.
- Overview an organization’s external influencing factors which impact an organizations choices, culture and outcomes
- Overview the elements of an organization’s performance outcomes
- Overview the key elements that define a high performance organizational culture
- Overview the ten key design choice categories (direction setting, structure & systems) that drive and influence an organizations culture
- Application exercise – Using the OSD model do a gap assessment of your organizations design between the current state and the ideal future state

Session 6: Knowledge management is critical to the success of superior performing organizations

- Identify the key performance requirements for the new organization design
- Identify the different types of knowledge necessary to deliver those performance requirements
- Identify the appropriate learning processes for the different types of knowledge required to achieve the performance requirements.
- Identify the organizational design elements needed to support the learning processes needed to develop the knowledge capabilities needed to achieve the performance requirements
- Application exercise – identify the key roles needed to support the organization’s design and identify begin to develop a performance model for those roles

Session 7: Capturing hearts and minds is key to success. 70% of strategies never achieve their object and the key reason why is because the hearts and minds of those needed to support the new strategy or design were never captured

- Overview whole-brain theory to ensure a connection to each employee
- Overview the key change management principles of education, involvement, and communication to capture the hearts, minds, and hands of the workforce
- Overview the key elements of a communication plan for capturing hearts and minds Application exercise – develop a back home plan for capturing hearts and minds of those key to the success of the organization design project

Session 8: Planning your back home organization design project

- Review the five key phases of Design and transformation: 1) Charter, Scope and Change Management Structure; 2) Analyze; 3) Design; 4) Implement; 5) Evaluation and overview key elements needed in an organization design project
- Review key elements associated with developing a change management and implementation structure
- Review key measurement systems and renewal processes to minimize design drift and ensure the continuous improvement on the superior performance
- Application exercise – develop a project plan for your organization design project

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New Zealand Transport Agency
Fiji Airways
Metro Trains Melbourne
NSW Trains
SBS Transit

Contact Kevin Young, Program Director at +44 (0) 20 7129 1222 | kevin@claridenglobal.org
Several years ago when I was leading a large transformation project for the upstream division of an integrated oil and gas company, I reached out to Paul to lead us through the design of our new organization. Not only did his expertise help us deliver award-winning world class results on that project, his principle-based techniques and methods have met the test of time as I’ve applied them on numerous other company transformation projects over the past few years. On a personal note, I’ve attempted to incorporate Paul’s teaching style into my own approach as a business consultant and as a leader of organizations in transformation or rapid growth phases.

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Clariden Global delivers custom learning programs for organizations all around the world. Whatever your business challenges are, we create focused learning experience that enables your organization to achieve success. Through partnerships with the most renowned thought leaders, industry experts and professors from around the world, these in-house custom executive programs will equip you with essential skills and capabilities to develop and implement strategies more effectively at your organization.

Engage with our thought leader today:

Paul Gustavson
President
Organization Planning & Design Inc

Paul W. Gustavson is a leading management consultant specializing in strategy and organization design, business process improvement, leadership development, the design of high performance teams and work systems, change management and knowledge management. He has co-authored two best-selling book on “Running into the Wind, Bronco Mendenhall, Five Strategies for Building Successful Teams” and “The Power of Living by Design” and his work was featured in over 50 books, company magazines and periodicals, including, Business Week, The New York Times, The Wall Street Journal, Fortune Magazine and many more. His Organisational Design and Planning Model has implemented by his clients and proven successful results.
We encourage you to learn more about Clariden Global Executive Education custom and open-enrollment programs. Our staff will be happy to answer your questions and help you determine the programs work best for you and your organization.

**ENQUIRY FOR THIS PROGRAM**
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Fax: +61 3 9909 7788  
Address: Clariden Global Pty Ltd 530 Little Collins Street, Level 1 Melbourne VIC 3000, Australia
PROGRAM FEES

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<thead>
<tr>
<th>Program</th>
<th>1st Early Bird Fee (If payment &amp; registrations are received by 23 Mar 2017)</th>
<th>2nd Early Bird Fee (If payment &amp; registrations are received by 20 Apr 2017)</th>
<th>Regular Fee Per Participant</th>
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4 WAYS TO REGISTER

- Email: admissions@claridenglobal.com
- Fax: +44 (0) 84 3218 0413
- Call: +44 (0) 20 7129 1222
- Website: www.claridenglobal.com

GROUP DISCOUNTS

Group discount of 10% for the 2nd participant from the same organization. For limited time only by 20 April 2017 register 3 participants and the 4th participant will receive a complimentary seat.

*One discount scheme applies.

Booking Contact (Approving Manager) Mr/Mrs/Ms: ____________________________
Job Title: ____________________________ Department: ____________________________
Telephone: ____________________________ Fax: ____________________________
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Please register the following participant for this seminar. [Please tick ☐ to select your seminar(s). You may tick more than one.]

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Telephone: ____________________________ Fax: ____________________________
Email: ____________________________ Date of Birth: ____________________________

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Email: ____________________________ Date of Birth: ____________________________

3rd Participant Name (Mr/Mrs/Ms): ____________________________
Job Title: ____________________________ Department: ____________________________
Telephone: ____________________________ Fax: ____________________________
Email: ____________________________ Date of Birth: ____________________________

4th Participant Name (Mr/Mrs/Ms): ____________________________
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Telephone: ____________________________ Fax: ____________________________
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3 PAYMENT METHODS

- By Cheque/ Bank Draft
- By Telegraphic Transfer
- By Credit Card

An invoice and registration confirmation will be sent within 7 days, please contact us if you have not heard from us within 7 days. Payment details will be sent together with the invoice based on your preferred payment method.

ALL PAYMENTS MUST BE RECEIVED IN ADVANCE OF THE EVENT.

VENUE AND ACCOMMODATION INFORMATION

- Park Plaza County Hall London
- 15 - 16 May 2017
- 1 Addington Street, SE1 7RY London, United Kingdom
- +44 844 415 6760
- https://www.parkplaza.com/london-hotel-gb-se1-7ry/gbcounty

Accommodation is not included in the program fee but you will be entitled to use our corporate rate for your accommodation. Information will be sent along with your registration confirmation.

CANCELLATIONS AND SUBSTITUTIONS

*All cancellations must be received in written form.

Once we have received your booking, the place(s) are confirmed. No refunds will be made for any cancellations, however, program credits of equivalent value only applicable for Clariden Global events will be provided. Credits can only be redeemed for 1 program and is valid for only one (1) year from date of issue.

Substitution with a qualified candidate is allowed by providing at least 5 working days of advance notice to Clariden Global. One time substitution is allowed with no charges. Subsequent substitutions will be charged 10% admin fee.

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