

Organisation Design for the 4th Industrial Revolution



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Virtual Training

30 November 2020

LEARN HOW TO

- Use organisation design as a key enabler for business success and competitive advantage
- Improve the organisation of the workforce alongside implementing HR processes to improve the qualities of individual employees
- Modernise existing organisation design approaches and architectures to align with digitally transforming businesses and insights on the future of work
- Consider alternative approaches in all areas of organisation design, building on recent changes and developments in organisational forms
- Ensure that structures, processes and organisational culture are aligned with business strategies
- Follow a business process design methodology to ensure business and HR processes are optimised to meet business needs as well as employee expectations
- Design jobs to meet the needs of the business but to also provide a compelling experience for employees
- Apply organisation design tools to help your organisation prepare for the future rather than simply meet business objectives today

ABOUT YOUR COURSE TRAINER

Jon Ingham

Executive Consultant, Strategic Dynamics Consultancy Services based in the UK



- Assumed the roles of Head of HR, HR Director and Consultant in large organisations such as Ernst & Young and Accenture
- Served as Professor in Strategic Management, HR and Change Management at the American Institute of Business and Economics (Moscow, Russia) and Cotrugli Business School (Zagreb, Croatia)
- Recognised as the #1 Top Global Online Influencer in Talent Management, 2010, the 7th Most Influential HR Thinker in the UK, 2013 and a top global HR tech influencer, 2019
- Led major organizational restructuring and HR transformation programmes eg at Diageo
- Helped develop client's organization development methodologies and trained HR business partners in their use eg at Lloyds Banking Group
- Author of the books 'Strategic Human Capital Management: Creating Value through People' (2006) and 'The Social Organization' (2017), contributor to the book 'The Talent Management' Handbook' (2015), and writer of over 20 articles published in various well-respected HR journals

PAST TESTIMONIALS OF THE COURSE TRAINER

"Jon is a very experienced trainer who gave us lots of insights and real-life practical examples. What we are doing now made complete sense to me."

– HR Business Partner, Discovery Networks Asia Pacific

"This course offered excellent content with an extremely knowledgeable and experienced trainer."

– Head of Reward, IKEA

COMPANIES THAT HAVE BENEFITED FROM JON'S EXPERTISE

- Astro Group
- AXA
- BASF
- Celcom Axiata
- CIMB Bank
- Coca Cola
- Discovery Networks Asia Pacific
- DHL
- GlaxoSmithKline
- IKEA
- Khazanah Nasional Berhad
- Malaysia Airports Holdings Berhad
- MasterCard
- Maxis
- Maybank
- National Heritage Board Singapore
- PETRONAS
- S P Setia
- Samsung Asia
- SingHealth Polyclinics Singapore
- Standard & Poor's
- The Walt Disney Company

WHY YOU SHOULD ATTEND

Whilst 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 talent is working in an effective organisation.

Many organisations are now starting to realise that efforts to improve the capability and engagement of their talent will have limited impact unless the organisational context provides talent with the opportunity to contribute towards business objectives and to use their potential.

We will review techniques, tools and experiences for developing appropriate and effective organisation structures, designing business processes, managing culture change and leveraging organisational knowledge, all in order to ensure that organisations give business leaders the best possible opportunity to implement their business strategies and also provide a conducive environment for employees and teams to maximise their contribution.

The course will also consider 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.

The training will also showcase case studies and up-to-date thinking from Asia and around the world.

The course now also contains specific focus on organisation design during and beyond the coronavirus pandemic crisis, for example, using teams to provide an emergency response, developing more distributed ways of organising remote workers, and working in cross-organisational ecosystems to develop more innovative responses and opportunities.

WHO SHOULD ATTEND

- Chief human resource officer
- HR director
- Head of organisation design, organization effectiveness, etc
- Agile HR, Lean HR or Digital HR specialist
- HR business partner, or HR professional, wanting to contribute more broadly to organisational effectiveness
- Business process designer wanting a methodology to use in partnering with the business to improve its processes
- HR process designer, HR IT leader or talent management professional, wanting to improve the efficiency and effectiveness of HR and management processes
- Job designer wanting to improve and modernize the way jobs are designed in the organisation
- Business leader, with responsibility for organising people in your own business.
- All other professionals / business stakeholders involved in innovating organization design approaches, processes or systems.

All other professionals / business stakeholders involved in innovating HR and management approaches, processes and systems.

TIME	AGENDA
10.00am	<p>Fundamentals of Organisation Transformation</p> <p>Welcome and introductions</p> <p>Organisation design is typically associated with organisation structure (sticks and boxes) and the experience of many organisation design practitioners is that their business clients will have already scoped out a new hierarchical organisation chart before their first meeting. However, there is so much more to organisation design than this, and many other elements of the organisation architecture are much more important than structure. This session will focus on the holistic design of organisations.</p> <ul style="list-style-type: none"> • How business strategy needs to be cascaded through organisation design and the importance of organisational capabilities as the basis for transformation • Developing clear organisational principles linked to business and people strategies • The need to meet employee expectations • Business, operating and organisation models eg the role of the target operating model (TOM) • Commonly used and more modern organisation model tools (McKinsey 7S, Galbraith Star and Jon Ingham's Organisation Prioritisation Model) • Core organisational and HR elements and enablers • Supporting organisation design with HR activities and organisation development interventions • Building specialist and business partner roles and responsibilities for organisation design <p>15 minutes break included</p>
11.15am	<p>Reviewing Traditional Organisational Forms</p> <p>Once processes and roles / jobs have been redefined this work and these people need to be effectively organised. There are increasing suggestions that organisations need to move from 'hierarchies to networks' and this does represent part of the direction of travel for many organisations. However, traditional functional and divisional organisations as well as matrices still provide many benefits and can still be the most appropriate basis for design for many firms, if they are designed appropriately. Horizontal teams are also now much more popular, especially with increasing use of agile teams.</p> <ul style="list-style-type: none"> • Different types of organisation with examples and case studies • A review of what's possible – learning from maverick organisations and models such as Holacracy • Advantages and disadvantages of each organisational form • Making matrices work through management practices, skills and attitudes <p>Case studies: Microsoft, Spotify, P&G</p>
12.15am	<p>Lunch break</p>
1.00pm	<p>Reviewing Modern Organisational Forms</p> <p>New requirements and technologies enable and require new approaches to organisation, including communities, networks, melds, ecosystems and platforms. These newer organisation forms potentially provide a better balance between human and business needs and enable people to tap their intrinsic motivation to optimise their performance for the organisation. However, these forms also need very different approaches to management.</p> <ul style="list-style-type: none"> • Different types of organisation with examples and case studies • A review of what's possible – learning from maverick organisations • Advantages and disadvantages of each organisational form • Opportunities for self organisation, self management and developing 'teal' organisations • Dave Ulrich's Market Oriented Ecosystem • Examples of each form for the HR organisation • Combining and tailoring organisation forms • Why the future of work is not about hierarchies to networks but combinations or melds of different forms <p>Case studies: Buurtzorg, GE, Tencent, Haier</p> <p>15 minutes break included</p>

2.15pm

Completing the Organisation Design

Ensuring organisation designs are holistic requires attention to a range of elements which are not traditionally part of organisation design and are not included in McKinsey's 7S or other models. However, if these elements are not attended to the organisation design will be less effective than it could be.

- The importance of integrating workplace design and digital technologies with the rest of the organisation
- Supporting the organisation design with an appropriate grading structure and career development opportunities
- Why layers and spans should not normally be the focus of organisation design
- How each organisational element may need to change to align with the chosen organisational form
- Case studies and potential examples

15 minutes break included

3.30pm

Choosing and Implementing Your OD

A good design is necessary but not sufficient for organisational effectiveness as there are a range of factors designers need to consider to ensure their new architectures work as intended and have the maximum impact on people and business results. In particular, a common issue in organisation design is a tendency to copy best practices and traditional ways of organising (a good example is the over use of Dave Ulrich's three legged stool HR model in HR transformation) rather than thinking through a design from first principles. In addition, organisations often focus on solving yesterday's problems rather than the opportunities which will face them tomorrow.

- The importance of best fit organisational architectures
- Choosing from organisational options and minimising the negative impact of making trade-offs when choosing an organisation design
- The organisation design process and application to participants' organisations
- Traditional waterfall and new agile approaches to organisation design which enable incremental experimentation rather than just large scale restructuring
- Bottom up, top down, future state and current state approaches to organisation design
- Developing business leader and line manager roles and capabilities to lead their own organisations
- Modern people and network centred approaches to change management

Case study: UK Government HR organisation

Activity: Reviewing potential organisation options vs objectives, principles and employee expectations in participants' own organisations

Conclusions and action planning

4.30pm

End of training

REGISTER NOW

Organisation Design for the 4th Industrial Revolution	
Format	Virtual
Dates	30 November 2020
Price Per Person	<p>Early Bird: USD 399 (on or before 09 October)</p> <p>Regular Price: USD 499 (from 10 October onwards)</p>
Contact Person for Registration and Group Discounts	<p>Hemalatha Siranjeevi Project Manager Tel: +65 6423 0329 Email: hemalathas@humanresourcesonline.net</p> <p>Adrian Ray Project Manager Tel: +65 6423 0329 Email: adrianr@humanresourcesonline.net</p>
Amendment / Cancellation Policy	<ol style="list-style-type: none">1. All bookings are final.2. Should you be unable to attend, a substitute delegate is welcome at no extra charge.3. HR Masterclass Series cannot provide any refunds for cancellations.4. HR Masterclass Series reserves the rights to alter the programme without notice, including the substitution, amendment or cancellation of trainers and/or topics.5. HR Masterclass Series is not responsible for any loss or damage as a result of a substitution, alteration, postponement or cancellation of the event.

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As the training division of *Human Resources*, HR Masterclass Series takes a proactive role in organising a regional series of public and in-house training courses across Asia. Together with our conferences and awards shows, these courses form part of a complete suite of events specifically tailored for senior HR professionals.

Courses are conducted in a personalised and interactive workshop setting with practical case studies and exercises from our expert trainer. Delegates will take away global best practices, fresh ideas and customised solutions for implementation back in their organisations.

HR Masterclass Series is committed to being a trusted learning partner of HR practitioners throughout Asia.

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- Sime Darby
- Singapore National Eye Centre
- Singapore Press Holdings
- SMCP Hong Kong
- SME Bank Malaysia
- StarHub
- Suntec Singapore
- Telekom Malaysia
- Tenaga Nasional Berhad
- The Walt Disney Company
- Tune Hotels
- United Overseas Bank (UOB)
- VADS Berhad
- Volvo
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