

Center for Effective Organizations



Strategic Organization Design Workshop

September 23-26, 2008

**Also offering:
The CEO Certificate Program
in Organization Design—
Advanced Topics Workshop
Fall 2009**

Upcoming Strategic Organization Design Session

April 14-17, 2009: Chicago, IL

This session will be held at the offices of Exelon Corporation, at the Chase Building, downtown Chicago. Details forthcoming.

Center for Effective Organizations

Since its founding in 1979, the Center for Effective Organizations (CEO), at USC's Marshall School of Business, has been at the forefront of research on a broad range of organizational effectiveness issues. CEO's mission is to bring together faculty and executives to jointly research critical organizational issues that involve the design and management of human systems. Its leading-edge research in the areas of organizational effectiveness and design has earned it an international reputation for action research that influences management practice and also makes important contributions to academic research and theory.

CEO works with companies to research and develop new knowledge on organizational effectiveness issues such as organizational design and development, organizational learning and change, leadership development, strategic human capital management, reward systems, performance management, human resources, employee involvement, team designs and virtual work, organizational governance, and job design. By actively involving companies as research partners, CEO's research yields practical, theory-based knowledge that enables companies to design and implement changes that help improve their effectiveness and competitiveness. CEO's research is the foundation for its educational and certificate programs.

<http://ceo-marshall.usc.edu>

The Strategic Organization Design Workshop can be taken as a stand-alone program, or as the first part of CEO's Certificate Program in Organization Design (see information on page 8).

The Strategic Organization Design Workshop can also be taken as part of CEO's new Certificate in Human Capital and Organization Effectiveness. For more information about this certificate, please call CEO at (213) 740-9814 or visit our web site <http://ceo-marshall.usc.edu/hceo>

Organizational design is a cornerstone of competitive advantage and performance.

The ability to design organizations that are efficient enough to drive performance and flexible enough to sustain advantage is a fundamental capability in today's dynamic and competitive environment. Dynamic strategies call for new organizational forms that pose complex new design challenges at all levels and in all sub-systems of the organization. This workshop provides participants with core **principles, models, tools** and **examples** of organization design for those who wish to develop a deeper understanding of this topic and to learn useable organization design frameworks. It addresses the core building blocks of design, and how to put them together to support strategy, including customer focused organization and organizational approaches to facilitate innovation and reconfigurability around opportunities and strategies. It provides a foundation of knowledge to guide organization design and of tools to use in leading the design process.

Strategic Organization Design Workshop

The workshop will provide frameworks helpful in addressing such challenges as:

- Ensuring that the design of the organization supports the business strategy
- Designing for flexibility, innovation, and rapid change
- Organizing around the customers, geographies and products
- Leveraging resources as the business becomes more complex
- Designing effective alliances, networks, and other lateral structures
- Governing a complex organization
- Approaches to integrate complex globally dispersed organizations
- Making sure the human capital approaches support the strategy
- Implementing new designs

In short, the session will simultaneously provide core design approaches and address how to apply them in today's complex organizational environments.

Participants are encouraged to come in teams from the same company. Groups of 3 or more from the same company receive a 15% discount.

OBJECTIVES

- To gain an appreciation of the many design options, features, and organizational models that are emerging in today's complex, rapidly changing, and global environment.
- To gain an overview of core organization design concepts, processes and alternatives.
- To examine and learn from case examples that illustrate different design solutions.
- To practice diagnosing organization designs and designing various kinds and aspects of organization.
- To learn tools that will be useful in guiding organizational design processes.

Topics to be Covered

DAY 1: AM

General Introduction to Design

OVERVIEW: Strategy, Organization, and Competitiveness:
The Critical Challenge of Organizational Design

- Changing Models of Organization
- Core Concepts to Guide Design
- Forces for Change
- Design Sequences

DAY 1: PM

Strategy and Design

- Key Concepts of Organizational Strategy
- Environmental Drivers of Strategy and Design
- Strategy Implementation and Organization Design

EVENING

Reception and Group Dinner

DAY 2: AM

Designing the Lateral Organization

- Teams and Networks
- Integrating the Global Organization
- Leveraging Vertical and Horizontal Processes

DAY 2: PM

Designing Human Capital Systems

- Linking Strategy, Organization, and Rewards
- An Integrated Approach to Design Human Capital Framework

DAY 3: AM

Organizing Around the Customer

- The Front-Back Organization
- Managing Multiple Dimensions

Designing Support Systems

- Clarifying the Value Proposition
- Configuring to Add Value

DAY 3: PM

Innovation and Agility

- Flexible Organization Designs
- Design for Innovation
- Building in Change Capability

DAY 4: AM

Applications of Organization Design

- Applying Organizational Design Frameworks
Company Example from Sun Microsystems
- Implementing New Designs
- Building Redesign Capability

Format

The workshop's design leverages both faculty and participant experiences.

Presentations of research-based and applied frameworks provide conceptual models for decision making and access to best practice models. Cases and exercises are used to allow participants to integrate their own knowledge and experience, and the challenges they are facing. Application modules encourage participants to apply design principles and models to their own organizations.

Faculty Directors, Chris Worley and Sue Mohrman are available throughout the workshop to support individual and small group learning.

Who Should Attend?

Individuals and teams who are interested in deepening their knowledge of organizational design should attend. The workshop is appropriate for HR professionals, internal consultants, line managers, and others involved with strategic design and implementation. Although it provides a broad overview and hands on tools, the workshop is designed for people with some grounding in organizational design issues.

Teams of people from the same company are encouraged to attend. Internal consultants and human resource managers are encouraged to bring line managers, others involved in strategy implementation, and design teams.

Attendees might include:

- Human Resource Professionals
- Line Managers and Design Teams
- Internal Corporate Consultants
- Organizational Development Professionals

Faculty



Susan Mohrman is a senior research scientist at the Center for Effective Organizations in the Marshall School of Business at the University of Southern California. Her research and consulting pertain to innovative forms of organization, team-based organizations, organizational change and learning with emphasis on the implementation of new designs, and organizational design processes. Her books include *Designing Team-Based Organizations: New Forms for Knowledge Work*.



Chris Worley is a research scientist at the Center for Effective Organizations in the Marshall School of Business at the University of Southern California. He is a recognized leader in the field of organization development. Prior to coming to CEO, he was Director of the Master of Science in Organization (MSOD) program at Pepperdine University and remains a primary faculty member in that program. His most recent book is *Built to Change* (co-authored with Ed Lawler).



Edward Lawler is the director of the Center for Effective Organizations and a professor of management and organization at the Marshall School of Business, University of Southern California. He has consulted with over 100 organizations on employee involvement, organizational change and compensation. He has been honored as a top contributor to the fields of organization development, organizational behavior, and compensation.



COMPANY PRESENTER

Becky Spears is a Director in the Organization Consulting group at Sun Microsystems, Inc. She provides organization strategy and design consulting to internal clients who typically have been experiencing aggressive business model and strategy change. After attending the CEO Organization Design Workshop in 2002, Becky developed an organization design process that she has used and evolved in working with many organizations within Sun.

Registration Deadline: September 3, 2008

Registrations will be accepted in order of receipt. Space is limited. To register, complete and return the enclosed registration form. You may fax your registration in advance and send the original with your check.

Cancellations

- Before 9/3/08 the cancellation fee is \$250.
- From 9/3 to 9/15/08, 50% of the fee will be refunded.
- Registration fees are non-refundable for cancellations received after 9/15/08 and for no-shows.

Registration Fee

\$3,150 per person / CEO Sponsor Companies
(see page 9 for Sponsor listing)
\$4,000 per person / Non-Sponsor Companies

Team Discount: Groups of 3 or more from the same company receive a 15% discount.

Payment in advance is required. Checks should be made payable to the **University of Southern California**. We accept Visa, MasterCard, and Discover Card (*sorry, the University does not allow us to accept American Express*). Please complete and sign the credit card payment section on the registration form.

Location

We will meet at the Manhattan Beach Marriott; Address: 1400 Parkview Avenue, Manhattan Beach, CA; Phone: (310) 546-7511; Fax: (310) 546-7520. Continental breakfast and lunch will be served each day. There is a cocktail reception and dinner on Tuesday, September 23, 2008.

Hotel Reservations

Hotel reservation deadline: September 3, 2008

Hotel reservations should be made by the participant. A block of rooms has been reserved at the Manhattan Beach Marriott at a special rate of \$195/single per night. In order to receive this special rate, you must mention CEO/USC. These rooms are available on a first-come, first-served basis until all rooms in the block have been reserved or until the reservation deadline of September 3, 2008. Room accommodations booked after the deadline or outside of the block are subject to hotel availability and prevailing rates.

Reservations can be made by calling hotel reservations at (800) 228-9290 or (310) 546-7511. The Manhattan Beach Marriott is located near the beautiful Pacific Coastline and features its own golf course. The hotel is approximately 10 minutes from Los Angeles International Airport (LAX).

Airport Shuttle/Taxi

Cab fare from Los Angeles International Airport (LAX) to the hotel is about \$15 one way. Shuttle cost is approximately \$13 one-way. Upon arriving at LAX, claim your luggage and step outside to the orange "Shared Ride Vans" sign at the shuttle stop. The van service representatives at will assist you.

Although advance shuttle reservations are not necessary, they are available. For Prime Time Shuttle information and reservations, call (800) 733-8267 or visit their website at www.primetimeshuttle.com. For SuperShuttle information and reservations, call (800) 258-3826 or visit their website at www.supershuttle.com.

Parking

Parking is available at the hotel at a special rate of \$13 per day for overnight guests and \$9 per day for day guests.

Attire

Dress for the conference is casual and comfortable.

More Information ?

Contact (213) 740-9814 or by email at ceo@usc.edu.

Certificate Program

The Certificate Program in Organization Design— Advanced Topics Workshop, Fall 2009

The Center for Effective Organizations offers a **Certificate in Organization Design** for those who are interested in acquiring a more extensive specialty in this area. The Certificate Program consists of three parts:

PART I:

Attendance at a 3½ day workshop on Strategic Organization Design

(as described in this brochure)

PART II:

Attendance at a 3½ day workshop on Advanced Topics in Organization Design.

The next offering of this workshop will be held in Fall 2009. It entails pre-reading, in-depth casework, design practice, and peer and faculty consultation about company projects. This program will include deeper exposure to the following topics:

Design Topics

- The Global Organization
- Designing for Innovation
- The Knowledge Organization
- Support Services
- Mergers and Acquisitions

Design Processes and Implementation

- Organizational Design Processes / Frameworks
- Implementation of New Designs
- Company Case Analysis

PART III:

Organization Design Project

Participants will complete a case study of an organizational redesign and/or a diagnosis of an organization's design and proposal for a redesign approach. A standard format will be provided for the project. A draft of this individual or group project must be completed prior to attending the Advanced Topics in Organizational Design Workshop. Coaching and feedback will be available between sessions and during the Advanced Topics workshop. The project must be completed by the end of the calendar year.

In order to receive a Certificate, all three parts, stated above, must be completed. Part I can be taken as a stand alone program. However, Part I is a prerequisite for Part II.

For more information, please contact Alice Mark (amark@marshall.usc.edu) or Sue Mohrman (smohrman@marshall.usc.edu) by email or call (213) 740-9814.

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Sponsor list is subject to change.

Registration Form

Strategic Organization Design Workshop

September 23-26, 2008 **Registration Deadline: September 3, 2008**

Registration Fee:

\$3,150 per person / CEO Sponsor Company (See page 9 for sponsor list)

\$4,000 per person / Non-Sponsor Company

Team Discount: Groups of 3 or more from the same company receive a 15% discount.

Please type or print clearly

☐ Dr. ☐ Mr. ☐ Ms.

Full Name

Name Preferred on Name Tag

Title

Company

Mailing Address (please include mail code)

City

State

Zip

Country (if other than USA)

Telephone

Fax

E-mail Address

Please complete the following information:

☐ I will / will not ☐ attend the **cocktail/dinner reception** on **September 23**

Please select one: I prefer: ☐ Beef ☐ Chicken/Fish ☐ Vegetarian

☐ I will / will not ☐ like a box lunch on **September 26**

Method of Payment: Payment in advance is required.

☐ Make checks payable to the **University of Southern California**.

If paying by check, please fax your registration in advance and send the original form with your check.

☐ Visa ☐ MasterCard ☐ Discover Card

(Sorry, the University does not allow us to accept American Express)

Please provide your credit card information and sign below.

Card Number

Expiration Date

Cardholder's Signature

Name on Credit Card

Return Registration Form To:

Center for Effective Organizations
Marshall School of Business
University of Southern California
Los Angeles, CA 90089-0871
Phone: (213) 740-9814
Fax: (213) 740-4354

For CEO Use Only

Date entered: _____

Acknowledged: _____

Confirmation Packet: _____

Cancelled: _____