



OVERVIEW: OTM's High Impact Five-Day Organisation Design and Modernising Operating Models Skill Building Workshop

1.0 FACING TODAY'S BUSINESS CHALLENGES – IS YOUR OPERATING MODEL FIT FOR PURPOSE? AND, DOES YOUR EXECUTIVE TEAM HAVE A CLUE?!

Businesses today are facing big challenges and decisions impacting their operating models. These challenges are driven by technology, digital and AI, generational expectations and future of work challenges, competing go-to-market strategies, ecosystems and platforms, Agile and agile, customer centricity, the need for greater governance as well as the enduring drivers of speed and responsiveness, costs, M&A integration, efficiency and effectiveness.

Unfortunately, it is rare that executives fully understand or appreciate the collective impacts of changes on their own operating model. Want proof? Why would an executive allow a technology company to redesign its operating model in the guise of digital transformation...of which, there is no such thing!

The typical leader's response is to default to "functionalising" solutions, force-fitting them into the existing operating model or worse yet, relying on tech professionals, agile coaches or even large consulting houses to come in and tell them what to do. This is a disaster in the making that has significant practical consequences.

The question that should be asked: Who in your business should leaders turn to gain invaluable insight, practical guidance and wisdom regarding changes to its operating model? *You of course!* This is where OTM's organisation design skill building workshop comes into play.

OTM's practical organisation design skill development, based on our 30+ years of doing this work around the globe, prepares and positions you to address whatever operating model challenges come your way.

OTM's practical, hands-on organisation designs skill building workshops focus on three main content and skill areas:

- ┌ Delivering practical organisation design solutions and modernising operating models
- ┌ Accelerating change – moving beyond change management.
- ┌ Influencing as a change agent.

2.0 WHO SHOULD ATTEND

This workshop is intended for leaders and INTERNAL change agents only from all disciplines and areas of expertise. The workshop is perfect for business leaders/middle and line leaders, technologists, HR, OE,



Agile and Six Sigma professionals, entire project teams and consultants to attend. Price discounts are provided on two or more delegates from the same company. See section 8.0 below.

3.0 WHY OTM? YOU DECIDE.

We know you have lots of workshops to choose from. Consider:

OTM has more experience in doing organisation work than any other large or boutique consultancy around the globe. We've been doing this work for over 30 years, completed close to 450 redesigns for every type of business function and enterprise-wide, on five continents across most industry sectors.

OTM is the author and owner of the industry's most disciplined, comprehensive, holistic and integrated organisation design solution. The OTM's proprietary solution starts with business strategy through design options through implementation and design governance. OTM's well documented solution contains step-by-step methodology, decision-by-decision, key activities, templates and tools, work samples, checklists and wisdoms most of which is covered in our skills-based workshop. Learn more at [here](#)

Noticed the explosion in number of organisation design masterclasses that have appeared recently? None of these programs offer the substance, depth, breadth and practical wisdom that OTM offers covering both WHAT is organisation design and HOW to do it. Programs offered by other consultants and professional groups such as CIPD, Ashridge, European Organisation Design Forum, Organisation Design Forum, The Center for Effective Organisations (COE)...They don't compare in substance or detail to what OTM has to offer. How do we know? We've attended their trainings. Each have a tool or two, and maybe the instructors have done a few concept designs or written an article or book. We've been busy doing this work for 30+ years.

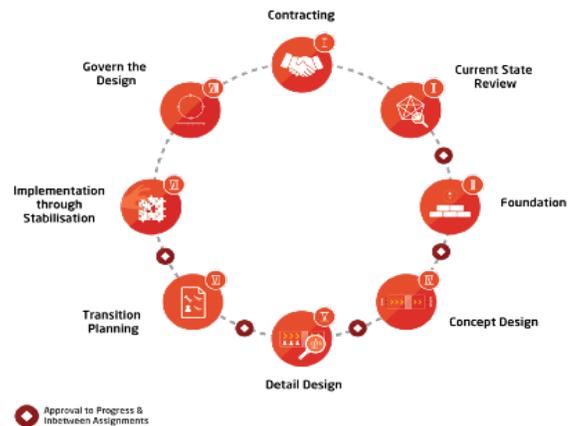
And, **OTM consultants are Certified Organization Design Professionals** by the Global [Organization Design Community](#) signifying their leadership, know-how and experience in doing this work.

OTM organisation design workshops are Endorsed Courses by the ODC. This endorsement signifies that OTM covers up to 14 specific content and practice objectives that any and all organisation design practitioner should have in their tool kit. Plus, it satisfies one of the main pre-requisites to receive individual professional certification.

We apply the 10/20/70 model of development to ensure application and knowledge transfer. All our classroom training (10) can be supported by 20/70 support, guidance and co-delivery where you, not OTM are front and centre. We have developed over 5000 internal change agents this way.

Delegates receive paper and digital to OTM materials but also gain one-year access to the **OTM Organisation Design App for IOS and Android** for use on hand-held devices, tablets and computers. See more [on our website](#) or [watch a video](#)

We will commercially guarantee your satisfaction in writing or partial money back.



4.0 GOALS AND OBJECTIVES OF OTM'S ORGANISATION DESIGN WORKSHOP

OTM's organisation design workshop has three global goals:

1. Increased competence and confidence in conducting organisation design work, modernising operating models and business transformation work integrating real change work.
2. Increased credibility and influence with business leadership to deliver organisation design solutions.
3. Immediate application and action learning using real projects or company-specific case studies.

Workshop objectives include:

- a. Define WHAT is Organisation Design compared it to other management interventions including re-structuring, Lean/Six-Sigma, Agile, Holocracy, de-layering, digital transformation and others.
 - i. Learn, practice and apply various strategic choices and competitive difference and their impact on operating.
 - ii. Explain the role that business strategy plays in Organisation Design. Differentiate between business strategy and operational efficiency.
 - iii. Why it's wrong to start with organisation charts and management mechanisms.
- b. Define WHAT is an operating model and impacts of various management challenges.
 - i. Appreciate the practical impacts of the following trends on an operating model:
 - ii. Technology, digital and AI, generational expectations and future of work challenges, competing go-to-market strategies, ecosystems and platforms, Agile and agile, customer centricity, the need for greater governance as well as the enduring drivers of speed and responsiveness, costs, M&A integration, efficiency and effectiveness.
- c. Learn/practice HOW to conduct an Organisation Redesign down to the operating model level.
 - i. Learn the steps, decisions, methods, activities and tools that go with this work.
 - ii. Learn, practice and apply how to conduct an organisation redesign, step-by-step, of a business, department and/or a function from start to finish.
 - iii. Use a real project or case study as the main vehicle for learning.
- d. Gain tools and contracting skills associated with influencing the business without authority.
- e. Using a real project or case study to critically evaluate a business's current operating model and develop real solutions to modernise an operating model.
- f. Draft a holistic change strategy and tactics to jump start and sustain change efforts from start to finish based on Accelerated Readiness. These tactics differentiate between change management and proactive change readiness.

5.0 USE OF REAL PROJECTS x3

OTM provides three options for using real work in our workshops:

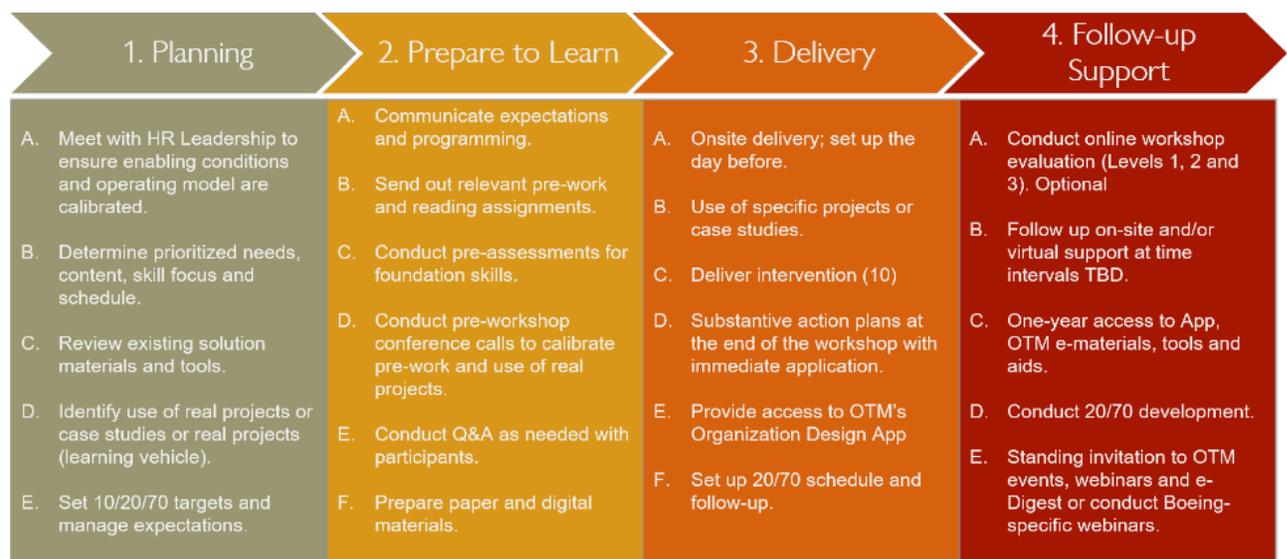
1. Delegates bring a real project to the workshop. This can be a team project or individual project.
2. OTM develops or provides a company-specific case study(ies) for use before, during and after the workshop as the main vehicle for learning and application.
3. OTM brings a real customer into the workshop used in combination with Options 1 and 2.

Projects and case studies must be inside the boundaries of operating model transformation touching one of more of the following: tech transformation, restructuring, downsizing, business/ M&A integration, implementation of a new business strategy, putting the customer at the centre of a business, implementation of a large IT, etc.

6.0 WHAT YOU’LL RECEIVE

Workshop delivery includes

1. Highly relevant pre-work and reading with OPTIONAL business leader interviews.
2. Pre-workshop conference call to calibrate use of projects and/or case studies with delegates.
3. Substantive in-between assignments connecting Parts 1 and 2.
4. Robust action plans following the workshop with immediate application.
5. Virtual follow up support at one and three months.
6. OTM Proprietary materials in paper and digital
7. One-year access to OTM Organisation Design App for Android and IOS.
8. Standing invitation to OTM events, webinars and e-Digest.



7.0 AGENDA AT A GLANCE

DAY ONE: 10:00-17:30	DAY TWO: 09:00-17:30	DAY THREE: 09:00-17:30
Pre-Work, Pre-reading		
Morning	Morning	Morning
Overview and expectations, projects	Reflection	Reflection
Change agent roles	What is an operating model	HOW to do org design
Essential lenses and definitions	Trends impact on operating model	End-2-end overview
What is Org Design - Strategy	Platforms and Ecosystems	Current State Review Phase – Fit for purpose measures
What is Org Design - Work	Digitalization and AI	
Afternoon	Afternoon	Afternoon
What is Org Design - Structure	Efficiency and effectiveness	Foundation Phase: Developing requirements, parameters and constraints
What is Org Design – Management mechanisms	Customer centricity	
What is Org Design – Work to People	Project work – Critical review	Review In-between assignment; Current State Review or Foundation applied to project specific
Overnight assignment, close	Overnight assignment, close	Overnight assignment, close

DAY FOUR: 09:00-17:30	DAY FIVE: 09:00-15:00
Morning	Morning
Reflection	Reflection
Review in-between assignments	Transition Planning
Concept Design	Practice and Project
Practice	
	Implementation to stabilisation
Afternoon	Afternoon
Project work	Practice and project
Detail Design	Putting the HOW all together
Practice and Project work	Post-workshop assignments

Overnight assignment, close	Prep for 20/70 support, feedback, close
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8.0 PRICING

This workshop is intended for internal leaders and change agents only. Price discounts are provided on two or more delegates and teams from the same company. Fees include drinks, lunch and materials.

- Fee for individual: £3,500
- Fees for 2-4 from same company: 10% discount; Fees for teams of five and up: 15% discount