

Modernizing Operating Models Collaboratively: Organization Design From Strategy Through Implementation

A 5-Week Course

From September 20th - October 20th, 2022

ORGANIZATION DESIGN COMMUNITY ACCREDITED COURSE

Join the thousands of practitioners who have been trained in OTM's proven organization design methodology.

Earn credits
towards
becoming a



ON THE MARK

on-the-mark.com



Our Development Approach

Our skill development prepares and positions internal and external practitioners to address any operating model challenges that come their way. ON THE MARK has the most comprehensive tools, templates, and real world samples that bring value-creating work to the forefront. Our operating model approach takes you from strategy all the way through implementation.

33 Years 450+ Redesigns 5 Continents 35 Countries

Core Development Skill Sets

- ▶ Delivering org design solutions & modernizing operating models
 - ▶ Influencing and leading consulting projects as change agents
 - ▶ Accelerating change & moving beyond change management
 - ▶ Methods, tools, and practical knowledge to support actual work
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INSTRUCTORS

All ON THE MARK instructors are Certified Organization Design Professionals.



Mark LaScola

Mark founded OTM in 1990, has delivered over 300 redesigns, and trained 5,000 change agents – across a broad range of industries. He pioneered organization design before others understood its significance and continues to implement evidence-based practices into OTM's methods.



Mark Robinson

Mark practiced organization design internally and at his own private practice before joining OTM. He has a deep understanding of the required shifts necessary for change and values building commitment to change early on in the process.



Dan Schmitz

Dan holds a Masters of Organization Development and Change Leadership Degree from Pepperdine University.



Dan's immense design experience includes enterprise redesign, functional design, and M&A integration. He has completed successful client work in multiple countries including France, Costa Rica, China, and, of course, the United States.

Simon Davies

Simon has extensive experience in the alignment of business strategies and operating models. His approach is influenced by both his experience of leading change as a general manager, as well as by applying theoretical and research-based approaches based on Socio-Technical Systems Theory.



ORGANIZATION DESIGN EXPERTISE

OTM has practiced organization design for over 35 years, completing 450 redesigns - more than any other consultancy.

OTM's Organization Design Masterclass is Accredited by the Organization Design Community and provides credit towards becoming a CODP

All OTM instructors are Certified Organization Design Professionals

OTM is the author of the most holistic, disciplined, and integrated organization design solution

We cover the what and the how of organization design all the way through implementation

We apply the 10/20/70 model to ensure knowledge transfer

PROUD PARTNERS



CSL Behring

Qualcomm



PURINA



Children's
Miracle Network
Hospitals



Royal Mail



BAE SYSTEMS

UKG



PAST PARTICIPANTS SAY...

Awesome | Educational | Thought-Provoking | Detailed | Empowering



I appreciate the practicality of this course...to be honest I have attended org design masterclasses before but this one is way farther in its practicality and touched all the angles of org design that I have known so far. It comes from change management, process improvement, job valuation, you cover all of this nicely and in one context.



I first came across OTM 20 years ago, and in my 20 years since then as an HR practitioner in various sectors, I've just not come close to anything that is as comprehensive as the OTM methodology. It looks at the organization from every key direction and integrates it all together and once you've been on the masterclass it just makes sense to look at it all together. Other methodologies I've come across are not as comprehensive in terms of the angles that they look at the organization from so theres always something left that is not touched. This is a systems way of thinking of an organization to make sure [all areas of the business] are integrated and working together in harmony.



COURSE OUTLINE

Sessions 1 & 2

- 1 Operationally define key terms: Business model, operating model, organization design and their relationship to each other.
- 2 Identify, learn, recognize, and appreciate the fundamental business levers required to modernize an operating model and their relevance to each other.
- 3 Examine current trends in operating model designs; identify and unpack their design features to their most fundamental business levers.
- 4 Critically examine real redesign case studies and/or real projects for changed business levers.

Sessions 3 & 4

- 1 Cement key learnings from sessions 1 & 2
- 2 Identify best practices in “how” to plan and deliver an organization redesign.
- 3 Learn and critically review the three change agent roles and their unintended and intended consequences. Identify and discuss their situational relevance.
- 4 Integrate the change agent roles with best practice features and current neuro-science findings.
- 5 Introduce and learn OTM’s eight phase organization design method.
- 6 Critically examine real redesign case studies and/or real projects for “How” designs were carried out. Identify strengths, gaps and risks.

Sessions 5 & 6

- 1 Cement key learnings from sessions 3 & 4
- 2 Learn and practice HOW to conduct a “Fit For Purpose” review of an operating model.
- 3 Diagnose degree of fit using case examples and/or real projects.

COURSE OUTLINE CONTINUED

- 4** What is business strategy. Why most strategy consulting firm gets this wrong.
- 5** Identify, learn, and work through the strategic elements necessary to establish future operating model requirements, parameters and constraints.
- 6** Apply to case examples and/or real projects.
- 7** Recognize and discuss Chern's Nine Guidelines for Organization Design.

Sessions 7 & 8

- 1** Cement key learnings from sessions 5 & 6
- 2** Learn what is a "concept operating model" and identify Chern's principles in application.
- 3** Practice developing a concept operating model via rapid prototyping
- 4** Understand the rationale for separating a concept from detailed operating model.
- 5** Learn OTM's five step detail design methodology and what is entailed in each step.
- 6** What is glue? What is a management operating system?
- 7** Apply to case studies and/or real projects.

Sessions 9 & 10

- 1** Cement key learnings from sessions 9 & 10
- 2** Learn and appreciate the key ingredients into successful transition planning, implementation, and governance of new operating models.

COURSE OUTLINE CONTINUED

Sessions 9 & 10

- 3** Why re-design efforts fail.
- 4** Learn how to integrate Change Readiness into every Phase of an organization redesign and its impact on success.
- 5** Apply to case studies and/or real projects.
- 6** Putting it all together.

WHAT TO EXPECT

Participants bring real life projects and OTM uses case studies from previous clients to bring the workshop to life and use as a core vehicle for learning.

PRE

Relevant reading assignments
Call to discuss projects or case studies
Assignments to prepare for workshop learning

DURING

Action plans with immediate application
Learning from other delegates and OTM experts
OTM proprietary materials in paper & digital formats

POST

Virtual follow up after one and three months
Standing invitation to OTM events, webinars, and newsletters

WHAT TO EXPECT CONTINUED

WHEN

September 13th - October 13th, 2022
Every Tuesday & Thursday for 3 Hours
8 AM - 11 AM PT / 5 PM - 8 PM BST

PRICING

\$3,900 per individual

- ▶ **Individual Discount** **\$3,500 PER PERSON**
- ▶ **Team Discount** **10% OFF FOR PEOPLE FROM THE SAME COMPANY (2+)**

WHY CHOOSE THIS MASTERCLASS?



Less use of surveys and 1:1 interviews, more shared dialogue in workshop formats



Hands-on, practical application of concepts and models using virtual breakout rooms and teamwork



Participants gain unique skills for gaining commitment and building engagement early on in their org. design projects



Substantial support from the OTM team & masterclass peers following the completion of the course

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POST-COURSE IMPLEMENTATION

Our participants have made the following statements about how they've implemented our methodology into their organization design work:

- ▶ "[I've] educated clients more about the models that underpin the work and clarified more clearly up front what the project will need from the client."
- ▶ "[Our organization] has integrated exploration of all continuous improvement projects early on. We use the tracking tools to assess project implementation."
- ▶ "The idea of bounding work in terms of 'whole work' and not just any work, is something that I hope to implement moving forward. Definition from Dan: [Whole work] describes when interdependent work activity is grouped together such that collaboration and information sharing is natural and continuous. The output is a coherent product that is identifiable and significant."



Incomparable Depth & Breadth of Experience Across Sectors & Functions

Sectors



Aerospace | Defense | Energy | FMCG | Healthcare | Retail
Technology | Government | Manufacturing | Engineering
Financial Services | Logistics & Distribution | Biotechnology

Business Functions



Marketing | Sales | Supply Chain | Research &
Development | Operation | Customer Support
Finance | IT | HR | Engineering | Innovation
Outsourcing | Regulatory

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Contact Us

To discover more about how OTM can help you to achieve your envisioned future contact us at:



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