



Organization Design and Structural Analysis Practice Course

14 – 18 December 2026
Milan

Organization Design and Structural Analysis Practice Course

Ref: 544_142305 **Date:** 14 – 18 December 2026 **Location:** Milan **Fees:** 5700 Euro

Overview

Organization Design and Structural Analysis Practice Course is a five-day intermediate course for organization design specialists, human resources leaders, transformation managers, and business leaders who leave with an Organization Design Recommendation. Participants connect strategy and operating-model requirements with structural diagnostics, design principles, spans and layers, accountability, decision rights, interfaces, organization-chart architecture, and implementation risk. The course turns structural symptoms into documented design choices. Agile Leaders Training Center presents organization design as evidence-based alignment of structure and work.

Who Should Attend

- Teams responsible for organization design and operating-model alignment
- Personnel who advise leaders on structures, roles, and accountability
- Functions that analyze hierarchy depth, spans, layers, and interfaces
- Staff who coordinate organization redesign and implementation planning
- Leaders who approve governance, decision rights, and structural choices

The course assumes participants can interpret strategy, operating processes, roles, and organization charts, and it leaves out job evaluation, workforce forecasting, engineering analysis, and general change-management certification.

Departments and Industries

The course supports departments and industries that diagnose, design, approve, or implement organizational structures.

- Human resources, organization development, and workforce strategy
- Corporate strategy, transformation, and operating-model offices
- Financial services, professional services, and technology
- Manufacturing, logistics, utilities, and infrastructure operators
- Public institutions, healthcare, and education organizations

Learning Objectives

By the end of this course, participants will be able to:



- Analyze strategy and operating-model implications for structure
- Diagnose structural symptoms, gaps, and design constraints
- Compare structural options using explicit design principles
- Evaluate spans, layers, roles, accountabilities, and interfaces
- Build decision-rights and organization-chart architecture
- Prioritize implementation risks and recommend a future-state design

Course Agenda

Day 1: Strategy and Design Basis

- Strategy-to-Operating-Model Alignment Map
- Current-State Organization Context Scan
- Organization Design Problem Statement
- Future-State Design Principle Scorecard
- Design Scope and Boundary Charter

Day 2: Structural Diagnosis and Options

- Organization Structure Diagnostic Checklist
- Work and Process Dependency Map
- Structural Archetype Comparison Matrix
- Centralization and Delegation Decision Grid
- Organization Design Constraint Register

Day 3: Roles, Spans, and Decision Rights

- Spans and Layers Analysis Table
- Role Purpose and Accountability Map
- Decision Rights Assignment Matrix
- Governance Forum and Committee Charter
- Cross-Functional Interface Agreement

Day 4: Architecture and Implementation Risk

- Organization Unit and Reporting-Line Blueprint
- Organization Chart Design Convention
- Structural Option Evaluation Scorecard
- Implementation Dependency and Risk Map
- Transition Sequence and Design Decision Log



Day 5: Organization Design Practice

- Exercise: Diagnose a Current Organization Structure
- Exercise: Compare Future-State Structural Options
- Exercise: Test Spans, Layers, and Decision Rights
- Exercise: Review Architecture and Implementation Risks
- Capstone Exercise: Organization Design Recommendation

Practical Exercises

The course uses suggested activities to convert organizational evidence into a traceable structural recommendation.

- Suggested activity: connect strategic priorities and operating-model needs to design principles and structural requirements.
- Suggested activity: diagnose hierarchy, workflow, accountability, decision, and interface issues from current-state evidence.
- Suggested activity: compare structural options and test spans, layers, reporting lines, governance, and decision rights.
- Suggested activity: assemble the preferred architecture, rationale, risks, dependencies, and transition sequence into an Organization Design Recommendation.

FAQs

Who suits the organization design and structural analysis course and what does it assume?

It suits professionals responsible for structures, operating models, transformation, and people governance, and assumes they can interpret strategy, processes, roles, accountability, and current organization charts.

How does organization design differ from general change management?

Organization design defines structures, roles, governance, decision rights, interfaces, and reporting architecture, while general change management focuses on stakeholder readiness, communication, adoption, and reinforcement of an approved change.

What evidence supports organization structural analysis?

Structural analysis uses strategy, operating processes, role information, workflow dependencies, reporting lines, spans, layers, decision delays, duplicate accountability, governance forums, performance issues, and stakeholder observations.



How are spans and layers evaluated in organization design?

Spans and layers are evaluated against work complexity, decision needs, manager capacity, role clarity, workflow interfaces, geographic distribution, governance requirements, and the purpose of each management level.

How are organization design options compared?

Design options are compared against agreed principles, strategic fit, operating-model needs, accountability, decision speed, interfaces, feasibility, implementation dependencies, and identified risks.

Conclusion

Participants take back an Organization Design Recommendation containing the design basis, diagnosis, option comparison, spans and layers analysis, roles, decision rights, architecture, risks, and transition sequence. It makes structural choices traceable to strategy and operating needs. The recommendation supports leadership decisions without replacing organization-specific consultation or implementation governance.