



Adaptive Organization Design and Agility Training Course

15 – 19 February 2027
Milan

Adaptive Organization Design and Agility Training Course

Ref: 1622_219780 **Date:** 15 – 19 February 2027 **Location:** Milan **Fees:** 5700 Euro

Overview

Adaptive Organization Design and Agility Training Course is a one-week course for HR leaders, organization-design practitioners, transformation teams, and operating-model owners who leave with an Adaptive Organization Design File. Participants connect strategy, work grouping, structures, decision rights, role interfaces, coordination mechanisms, governance, and agility tests. Agile Leaders Training Center presents adaptive organization design through practical operating-model tools.

Who Should Attend

- Functions responsible for organization design and operating models
- Teams responsible for enterprise transformation and restructuring
- Functions responsible for workforce strategy and role architecture
- Leaders responsible for cross-functional coordination and accountability
- Teams responsible for governance, process ownership, and decision design

The course assumes participants shape structures, roles, or operating arrangements and leaves legal entity design, headcount reduction decisions, and software architecture outside scope.

Departments and Industries

The course supports departments and industries redesigning how work, authority, and coordination operate.

- Human resources and organization effectiveness functions
- Strategy, transformation, and operating-model teams
- Technology and professional-services organizations
- Healthcare and financial-services organizations
- Manufacturing, infrastructure, and energy operations

Learning Objectives

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

- Analyze strategy, work, and organization-design gaps
- Build design principles and a target operating model
- Compare functional, matrix, product, and network structures
- Apply decision-right and role-interface tools
- Use coordination and governance mechanisms



- Evaluate agility, accountability, and transition risks

Course Agenda

Day 1: Design Context and Diagnosis

- Strategy-to-Organization Alignment Map
- Current-State Operating Model Canvas
- Organization Design Trigger Assessment
- System Dependency and Constraint Map
- Current-to-Target Gap Analysis

Day 2: Structure and Work Architecture

- Design Principle Decision Framework
- Work Grouping and Capability Map
- Functional, Matrix, Product, and Network Comparison
- Spans, Layers, and Management Load Analysis
- Target Organization Structure Blueprint

Day 3: Decisions and Role Interfaces

- Decision Rights and Authority Matrix
- Centralization and Decentralization Tradeoff Grid
- Role Purpose and Accountability Profile
- Cross-Functional Interface Agreement
- Escalation and Exception Pathway Design

Day 4: Coordination, Governance, and Agility

- Coordination Mechanism Selection Matrix
- Governance Forum and Cadence Architecture
- Information Flow and Feedback Loop Map
- Organization Agility Stress-Test Scenarios
- Design Integrity and Performance Scorecard

Day 5: Adaptive Organization Design Practice

- Exercise: Current-State Diagnosis Review
- Exercise: Structure and Work Grouping Decision
- Exercise: Decision Rights and Interface Test
- Exercise: Agility and Governance Evaluation
- Capstone Exercise: Adaptive Organization Design File



Practical Exercises

The course uses suggested activities to convert organization-design choices into evidence, decisions, and transition actions.

- Suggested activity: diagnose a technology or healthcare operating model using strategy, work, capability, and dependency evidence.
- Suggested activity: compare functional, matrix, product, and network choices against design principles and accountability needs.
- Suggested activity: map decision rights and role interfaces for a cross-functional customer or operational process.
- Suggested activity: stress-test a target design and present the Adaptive Organization Design File.

FAQs

Who suits adaptive organization design training, and what does it assume?

HR, organization-effectiveness, strategy, transformation, governance, and operating-model teams suit the training; it assumes responsibility for structures, roles, decisions, or coordination arrangements.

How does organization design differ from organization development training?

Organization design aligns strategy, work, structures, decision rights, interfaces, and governance; organization development training focuses on ongoing behavioral, cultural, team, and change interventions that sustain performance.

What makes an organization design adaptive?

An adaptive organization design combines clear accountability with structures, decision rights, interfaces, information flows, and coordination mechanisms that can respond to changing demand without repeated large restructures.

How should decision rights be designed?

Decision rights should define the decision, owner, contributors, evidence, authority boundary, timing, escalation route, and review mechanism while matching centralization choices to strategy and risk.

How is organization agility tested before implementation?

Organization agility is tested through demand, disruption, growth, coordination, decision-speed, and accountability scenarios that reveal bottlenecks, overloaded roles, unclear interfaces, and governance gaps.



Conclusion

Participants take back an Adaptive Organization Design File containing diagnostic, structure, decision, interface, coordination, governance, and agility tools. The file changes isolated structural choices into a coherent design process. It helps teams align work with strategy, preserve accountability, and prepare practical transition actions.