

# ADVANCED STRATEGIC ORGANIZATION DESIGN MASTERCLASS

19th - 22nd - May 2025 | Hotel Pullman KLCC  
Kuala Lumpur - Malaysia



## COURSE METHODOLOGY

This course provides a comprehensive overview of the latest thinking in organization design and equips you with the key phases and steps needed to deliver a successful design project. Strategic organization design ensures that your structure, roles, responsibilities, governance, policies, processes, and infrastructure are aligned with your strategic objectives. Done well, it enhances business performance and supports agility in a rapidly changing environment.

Organization design is a complex, hands-on discipline. That's why this course follows the "Knowledge, Example, Do" approach - ensuring that participants not only understand key concepts but also apply them in real-world scenarios. Highly interactive, the course features case studies, exercises, and open Q&A sessions. Mark Travis, an experienced organization design consultant, will share insights from his extensive project experience, including how to navigate common challenges.

## LEARNING OBJECTIVES

By the end of this masterclass, you will be able to:

- Enhance business performance by clarifying how your organization is structured and how its different functions interact.
- Increase your influence by mastering the key steps, tools, and techniques to co-design an effective organization with senior leadership - ensuring greater buy-in, ownership, and motivation.
- Apply practical organization design techniques and tailor theoretical concepts to real-world operational challenges.
- Align structure with strategy by ensuring roles, responsibilities, and governance frameworks support strategic goals.
- Understand agility in practice - what it truly means to be an agile organization and how to implement agile design principles.
- Expand your network by engaging with fellow participants and the course tutor to share insights and solutions to real-world challenges.

## MASTERCLASS INTRODUCTION

In the past, organization restructuring was a rare event, occurring once every five to ten years. Many executives and HR professionals went their entire careers without leading one. Today, the landscape has changed dramatically:

- Market volatility, digital transformation, & talent shortages demand constant adaptation. Strategies shift frequently, requiring structures to evolve in response.
- Even at the team level, personnel changes and shifting priorities make static organization design unsustainable.

According to McKinsey, **60-70% of large organizations now restructure every two to three years**, with smaller scale changes - such as functional realignments - occurring every 18 months.

This masterclass explores the latest thinking in organization design and provides a practical framework for:

- Understanding the strategic implications of your organization's design.
- Assessing your current structure to identify misalignments and opportunities.
- Choosing or confirming your design orientation based on your business needs.
- Developing and evaluating high-level design options before moving to detailed design.
- Addressing key architectural elements essential for a successful redesign.

Rooted in theory but deeply practical, this interactive masterclass features real-world case studies, hands-on exercises, & Q&A sessions.

## WHO SHOULD ATTEND?

This course is designed for professionals seeking an advanced understanding of strategic organization design, including:

**Senior HR Professionals:** Heads of Talent, Heads of Reward, Senior HR Business Partners, and Organization Development leaders.

**C-suite Executives:** CFOs, COOs, and business leaders responsible for transformation and operational effectiveness.

**Transformation Leaders:** Chief Transformation Officers and those responsible for enterprise-wide change.

**Organization Design Consultants:** Internal and external consultants specializing in business transformation and organizational strategy.

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Mark Travis is a seasoned expert in organization design, with over **20 years of experience** shaping organizations and guiding them through complex transformations.

Throughout his career, Mark has led over **50 high-impact projects**, amassing more than **20,000 hours** of hands-on consulting work. His experience spans a diverse array of industries, each with its unique challenges, including:

- Investment & Commercial banking
- Manufacturing & FMCG
- Retail & Energy
- Pharmaceuticals & Publishing
- Local & National Government

Mark's global footprint includes delivering transformative projects in regions such as the USA, Australia, Southeast Asia, Africa, the Middle East, and Europe, each with its unique cultural and business landscapes. His ability to adapt and understand the intricacies of diverse markets has been a key driver in his success. Whether working with multinational corporations or local organizations, Mark ensures that every solution is contextually relevant and impactful.

Mark's success is rooted in his comprehensive understanding of both strategic and human-centric organizational change. Drawing on his academic background in Industrial Psychology, Design, and Accounting, he is uniquely equipped to approach challenges from both an analytical and a creative standpoint. This combination of skills has allowed him to craft solutions that address not only the functional aspects of organizational design but also the cultural and behavioural dynamics at play. His ability to connect the dots between structure, process, & people has been central to his consulting approach.

As the former Head of PwC's Organization Design Community of Practice and leader of their EMEA training program for consultants, Mark developed a reputation as a mentor and thought leader in the field. His role at PwC allowed him to cultivate best practices for organization design and train consultants who would go on to shape the future of the industry.

This experience also gave Mark valuable insights into how to balance global consistency with local flexibility - an expertise he continues to leverage in his independent consulting practice.

Mark's most notable corporate leadership role was as Global Head of Organization Design at JLL, where he was responsible for one of the company's most significant transformations. He played a pivotal role in shifting the organization's capital markets division from a regional model to a more dynamic product-based structure, resulting in greater alignment with market demands, improved performance, and enhanced cross-functional collaboration.

This transformation set a new standard for JLL and contributed to its continued success in a rapidly changing real estate market.

## FEATURING YOUR COURSE TRAINER



**Mr. Mark Travis**  
EXPERT IN ORGANIZATION DESIGN

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## COURSE CONTENT

### DAY 1 OF STRATEGIC ORGANIZATIONAL DESIGN

- **Welcome**
- **Introduction**
  - Course Overview
  - Tutor Overview
  - Participants Objectives
- **What is Organization Design?**
  - Theory & Systems Thinking
  - Organization Design, Organization Development and Operating Models
  - Frameworks
- **Practical Organization Design**
  - Organization Design Process
  - Organization Design key steps, tools and techniques
  - Why do an Organization design project?
- **Assess Phase**
  - Scoping and Contracting
- **Review, Questions & Answers and Close**

### DAY 2 OF STRATEGIC ORGANIZATIONAL DESIGN

- **Recap on Day 1**
- **Assess Phase**
  - Organization design implications of strategy
  - What data to gather for as is review
  - Tools to help in assess phase
  - Design Principles
  - How to draw organizational structures?
  - Tests of good organizational design
- **Review, Questions & Answers and Close**

### DAY 3 OF STRATEGIC ORGANIZATIONAL DESIGN

- **Recap on Day 1 & 2**
- **Design Phase – Part 1: Design**
  - Design Options (traditional and agile)
  - Understanding agility in organization design context
  - Option Evaluation
  - Centralisation and decentralisation decisions
- **Review, Questions & Answers and Close**

### DAY 4 OF STRATEGIC ORGANIZATIONAL DESIGN

- **Recap and build on Days 1, 2 & 3**
- **Design Phase – Part 2: Clarify, Test, Refine & Define**
  - Unit Profiles and lateral relationships
  - 9 Tests of good organizational design
  - RACI / RAPID, KPI allocation and scenario planning
- **Detailed design, Implement, Operate & Review Phase**
  - Workforce planning
  - Sizing
  - Job design
  - Filling the posts
  - Design Authority Group
  - Change Impact & Readiness Assessments
  - Change Management Strategy & Benefits Dependency Mapping
  - Staff Migration Strategies
  - Strategic Resourcing, Sizing and Cost Reduction
- **Review, Questions & Answers**
- **Close Where to Go From Here**

## CASE STUDIES

This course will include case study examples from several of the many organizations that Mark has worked with. In addition, a composite case study has been designed specifically for this course that will aid participants cement their knowledge throughout, examples include:

- Scoping and organization design project
- Clarifying organization design implications of a strategy
- Drafting Design principles
- Selecting the optimum design orientation
- Drafting a conceptual model
- Building the function design and designing jobs
- Migration approaches and implementation

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## REGISTRATION FORM

To register, simply email the scan copy of the signed registration form on [training@corevents.org](mailto:training@corevents.org)

### REGISTRATION DETAILS

- **Name:** \_\_\_\_\_  
**Job Title:** \_\_\_\_\_  
**Email:** \_\_\_\_\_  
**Mobile:** \_\_\_\_\_
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### PAYMENT MODE

- Payments will be made by Credit Card or by Bank transfer, an Invoice will be sent after we receive the signed & filled registration form.
- Payment has to be made within 5 working days upon receiving an invoice.

### ORGANIZATION DETAILS

**Company:** \_\_\_\_\_  
**Telephone:** \_\_\_\_\_  
**Country:** \_\_\_\_\_  
**Address:** \_\_\_\_\_

### AUTHORIZED BY

**Signature:** \_\_\_\_\_  
**Name:** \_\_\_\_\_  
**Date:** \_\_\_\_\_  
**Email:** \_\_\_\_\_

### PAYMENT DETAILS

#### Credit Card Holder's Details - To Send Payment Link

**First Name:** \_\_\_\_\_  
**Last Name:** \_\_\_\_\_  
**Email:** \_\_\_\_\_  
**Country:** \_\_\_\_\_

### BOOK & PAY

**Book before 21st April 2025, Pay**  
USD 3,495 per delegate.  
(MYR 14,995 per delegate)

**Book after 21st April 2025, Pay**  
USD 3,995 per delegate.  
(MYR 17,500 per delegate)

#### Group Discount:

- 10% off on the registration of 2-3 participants.
- 20% off on the registration of 4-5 participants.
- 35% off on the registration of 6 or more participants.

**EVENT CODE:** SOD-KL-25

**DATE:** 19th - 22nd May 2025, Kuala Lumpur - Malaysia

**Time:** 09:00 am - 04:30 pm (Malaysia Standard Time)

### TERMS & CONDITIONS

#### Customer Information:

Fees include all the tuition, full course documentation, lunches and refreshments for the duration of the programme.

#### Incidental expenses:

Corevents is NOT responsible for covering airfare or other travel costs incurred by registrants. Delegates will be responsible for their own accommodation. Delegates are strongly advised to obtain relevant travel visas up to 3 weeks prior to the course. An invoice will be sent upon receipt of registration form. Payment must be received in full prior to the course start.

#### Disclaimer:

Corevents reserves the right to change or cancel any part of its published programme due to unforeseen circumstances.

#### Cancellation policy:

A full refund less an administration fee of \$100 will be given for cancellation requests received up to 20 working days before the event. Cancellations must be made in writing (email) and reach this office before the 20 working day deadline. Delegates who cancel less than 20 working days before the event, or who don't attend, are liable to pay the full course fee and no refunds can be given. However, if you wish to transfer to another course of the same value, and you have paid your course fee in full, you will only be invoiced for 50% of the new course fee. Please note that you can only transfer once. Please note that the next course must take place within 12 months of the initial application. Of course, a replacement is always welcome. Corevents reserves the right to change the time and meeting venue.