BLACKBIRD FOR TRAINING

Performance & Organizational Excellence

3 – 7 May 2027
Lyon (France)



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Introduction

In today's rapidly evolving business environment, organizations must continuously adapt to changing market conditions, workforce expectations, and performance pressures. Sustainable success depends not only on a well-designed organizational structure, but also on a performance management system that measures what truly matters, a workforce plan built on real capability data, and a development process that keeps all three improving together. Organizations that align performance management, organization design, and workforce planning — and back that alignment with disciplined data analysis — are better positioned to improve productivity, strengthen accountability, and achieve long-term organizational excellence.

The Performance, Organization & Workforce Excellence course provides a comprehensive, integrated understanding of the principles, frameworks, and analytical methods used to diagnose, design, and continuously improve organizational and individual performance. Participants will explore how organizational diagnosis, structure and role design, workforce planning, performance frameworks, data analytics, and organizational development work together as one connected system rather than five separate HR exercises.

Throughout the course, participants will examine the relationship between strategy, structure, culture, roles, workforce capability, and performance indicators. The program dedicates a distinct analytical lens to each day — diagnostic, design, operational, deep-analytical, and decision-focused — so that data analysis is practiced daily in a different, hands-on form using named tools, techniques, and metrics rather than repeated general statements. By combining fundamental concepts with advanced, practical application, this course prepares participants to build a single, evidence-based, implementable organizational and performance plan.

Course Objectives

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



- Understand the principles of performance management, organization design, and organizational development as one connected discipline.
- Distinguish administrative improvement from comprehensive organizational development.
- Diagnose organizational structure, culture, and performance gaps using structured data methods.
- Analyze organizational structures and identify opportunities for improvement.
- Apply organization design principles, including role engineering and responsibility mapping, to support business objectives.
- Design a performance framework with clear, weighted, and trackable result, behavioral, and competency indicators.
- Evaluate workforce planning approaches and match workforce capability to actual workload and business demand.
- Design a complete performance cycle covering planning, follow-up, review, feedback, and development.
- Apply named data analysis tools and techniques — pivot tables, correlation analysis, trend and regression basics, dashboards — to performance, structure, and workforce data.
- Interpret workforce and performance metrics, including turnover rate, cost per hire, time to fill, and performance distribution.
- Detect and reduce bias in performance evaluation and organizational decision-making.
- Support organizational transformation, change management, and stakeholder engagement.
- Link performance and workforce outcomes to training, rewards, and succession planning.
- Build continuous-improvement mechanisms to sustain results after implementation.
- Build a single, integrated, data-backed organizational and performance improvement plan.

Course Outlines

Day One: Diagnosing the Organization — Strategy, Structure, Culture & Performance

- Performance management, organization design, and organizational development as one connected system.
- Administrative improvement versus comprehensive organizational development.
- Strategic alignment between organization structure, culture, and business objectives.
- Reading decision flow, management layers, spans of control, and dependencies between departments.
- Roles of senior management, HR, and line managers in the performance and structure system.
- Diagnostic data collection: interviews, surveys, structured data audits, and current-state versus desired-state gap analysis.
- Stakeholder mapping and building a priority map for organizational challenges.
- Practical exercise on diagnosing a case organization's structure, culture, and performance system.



Day Two: Designing the Performance & Organization Framework

- Performance framework linking organization, department, and individual objectives.
- Organization design methodologies and structural models.
- Role engineering: core, supporting, redundant, and overlapping roles.
- Responsibility matrices and RACI-style accountability mapping.
- Writing precise, measurable objectives and selecting result, behavioral, and competency indicators.
- Weighted scoring and balanced-scorecard design for objectives and indicators.
- Validating structure and indicators using workload and role-overlap data.
- Practical workshop on building a performance scorecard and responsibility matrix for a role or department.

Day Three: Workforce Planning & the Performance Cycle

- Workforce demand analysis and future capability forecasting.
- Workload-to-headcount modeling and surplus/shortage analysis across teams.
- Linking hiring, development, redeployment, and restructuring to business priorities and budget.
- Designing the performance cycle: planning, follow-up, review, feedback, and development.
- Managing underperformance, improvement plans, and reducing bias in evaluation.
- Workforce metrics: turnover rate, absenteeism rate, time to fill, and cost per hire.
- Connecting workforce scenarios to budgets and operating costs.
- Workshop on building a workforce plan and simulating a performance review using a complex case.

Day Four: People & Organization Analytics — Turning Data into Decisions

- Identifying, cleaning, and organizing performance, workforce, and organization data.
- Pivot tables, correlation analysis, and trend and regression basics.
- Detecting bias and variance between manager evaluations and actual results.
- Performance-distribution and bell-curve checks across department, role, and time period.
- Dashboard design and data visualization using Excel, Power BI, and Google Sheets.
- Root-cause analysis versus symptom reporting; comparing workforce cost against operational value.
- Building predictive and what-if performance and workforce scenarios.
- Practical workshop analyzing a combined performance-organization-workforce dataset and extracting recommendations.

Day Five: Change, Development & the Integrated Implementation Plan

- Linking performance and workforce outcomes to training, rewards, and succession planning.
- Designing organizational development initiatives and leading change.
- Managing resistance to change, stakeholder engagement, and communication planning.
- Building the target organization model and a transition plan from current to target structure.
- Setting post-implementation success indicators and KPI tracking.
- Measuring impact through before/after comparison and return on investment.
- Continuous-improvement mechanisms: plan-do-check-act after implementation.
- Capstone application: an integrated presentation of the target organization model, workforce plan, performance framework, and data-backed rationale.



Why Attend this Course: Wins & Losses!

- Build a performance, structure, and workforce system that supports strategy, not just paperwork.
- Diagnose role, authority, culture, and performance issues using a structured, repeatable method.
- Design fairer, more meaningful performance indicators linked to real results and real roles.
- Make workforce decisions based on workload and capability data, not general estimates.
- Apply named data analysis tools and metrics — turnover rate, cost per hire, correlation analysis, dashboards, scenario modeling — instead of generic "use the data" advice.
- Reduce bias and common errors in performance evaluation.
- Transform appraisal from an annual judgment into a continuous, evidence-based development dialogue.
- Reduce waste caused by overstaffing, duplicated roles, or poor resource distribution.
- Lead organizational change with less resistance through stronger stakeholder engagement.
- Leave with one integrated, implementable plan covering structure, workforce, performance, and change.

Conclusion

Organizational effectiveness is a critical capability for organizations seeking sustainable growth, operational excellence, and long-term competitive advantage. This course does not treat performance management, organization design, workforce planning, and organizational development as separate disciplines. It treats them as one system, held together by data analysis and analytics that appear every day in a distinct, deliberate, hands-on form — from first diagnosis through final impact measurement.

The Performance, Organization & Workforce Excellence course provides a comprehensive framework for understanding how strategy, structure, culture, workforce planning, and performance management work together to create high-performing organizations. Participants gain practical, applied knowledge of diagnostic methods, organization design principles, workforce analytics, performance frameworks, and change leadership approaches that support continuous improvement and strategic execution.

By the end of the program, participants will be able to read an organization's current reality with evidence rather than assumption, design a performance and structural framework that actually supports strategy, plan a workforce around real workload and capability needs, and lead the change required to make it stick — leaving with a single, integrated, data-backed plan ready for implementation.

