BLACKBIRD FOR TRAINING

Organization Design & Workforce Planning

20 – 24 September 2027
Milan (Italy)



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Introduction

This course approaches Organization Design and Workforce Planning as strategic decisions that directly affect execution speed, role clarity, resource efficiency, and the organization's ability to grow and adapt. Organizations do not always struggle because of a lack of resources. In many cases, the real issue lies in an unsuitable structure, overlapping roles, unclear authorities, or a workforce model that no longer matches business needs.

The program focuses on how to read the organization from the inside: how decisions move, where processes slow down, which roles are critical, where overstaffing or understaffing exists, and what capabilities the organization needs now and in the future.

The course also connects organization design with workforce planning through an analytical approach based on data, performance indicators, workload analysis, and future capability forecasting. Data Analysis and Analytics are integrated logically throughout the program, not as separate technical topics, but as practical tools for validating assumptions, identifying gaps, building scenarios, and supporting executive recommendations.

Course Objectives

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

- Analyze how well the organizational structure aligns with strategy and business model.
- Diagnose weaknesses in role distribution, authority levels, and reporting lines.
- Identify critical roles that affect business continuity and execution quality.
- Assess the current workforce size against actual workload and operational demand.
- Link workforce planning with growth, expansion, transformation, or restructuring needs.
- Use data analysis to interpret turnover, productivity, cost, absence, and capability indicators.
- Apply analytics to build future workforce scenarios.
- Design clearer, more flexible, and practical organizational models.
- Prepare role and responsibility maps that reduce overlap and strengthen accountability.
- Translate diagnosis results into clear executive recommendations.
- Build workforce plans connected to budget, priorities, and risks.
- Measure the impact of organization design decisions on performance, efficiency, and future readiness.



Course Outlines

Day 1: Reading the Organization Before Redesigning It.

The program begins with a clear principle: a structure should not be changed before understanding how the organization actually works.

- Analyzing the business model and its impact on organization structure.
- Understanding the relationship between strategy, structure, and required capabilities.
- Identifying where decisions are made and where they slow down.
- Reading communication lines, authority levels, and dependencies between departments.
- Analyzing management layers and spans of control.
- Identifying signs of organizational weakness, such as duplication, slow decisions, unclear accountability, or repeated escalations.
- Reviewing different organization models and their practical use cases.
- Practical exercise on analyzing an organization chart and identifying structural weaknesses.

Day 2: Engineering Roles and Responsibilities.

This day turns the structure from boxes and job titles into a working system of roles, workflow, and accountability.

- Analyzing roles based on value contribution, not job descriptions only.
- Identifying core, supporting, redundant, and overlapping roles.
- Reviewing responsibility clarity across departments and teams.
- Analyzing role overlaps that cause delays, conflict, or duplicated effort.
- Building responsibility matrices that clarify who decides, who executes, who reviews, and who supports.
- Assessing whether authority levels match assigned responsibilities.
- Identifying critical roles that must be protected, developed, or redesigned.
- Practical exercise on redistributing roles within a business unit facing authority overlap.

Day 3: Workforce Planning from Need to Decision.

This day moves beyond the basic question of “how many employees are needed” to a more strategic question: “what capabilities are needed, where, and when”.

- Analyzing current and future workforce demand.
- Studying workload and linking it to headcount and required capabilities.
- Assessing workforce surplus and shortage across teams and departments.
- Linking hiring, development, redeployment, and restructuring plans to business priorities.
- Analyzing capability gaps and their impact on strategy execution.
- Preparing workforce scenarios for growth, cost control, expansion, or transformation.
- Connecting workforce planning with budgets and operating costs.
- Workshop on developing an initial workforce plan for an organizational [illegible]



Day 4: Data Analysis and Analytics in Organization and Workforce Decisions.

This day focuses on using data as a decision tool, not just as material for reporting.

- Identifying the data required for organization design and workforce planning.
- Analyzing turnover, absence, productivity, cost, workload, and execution-speed indicators.
- Reading data to detect recurring patterns and high-risk areas.
- Using analytics to understand the causes behind organizational and capability gaps.
- Comparing workforce cost against operational value and contribution.
- Building indicators that help management define priorities.
- Turning data into executive messages that support decision-making.
- Practical application on analyzing workforce data and extracting organization design recommendations.

Day 5: Building the Target Model and Implementation Plan.

The final day connects all previous work into practical outputs that can be implemented and presented to leadership.

- Building a proposed organization model based on diagnosis and analysis.
- Identifying critical positions, required roles, and future capabilities.
- Preparing a transition plan from the current structure to the target structure.
- Defining priorities for hiring, development, redeployment, consolidation, or role redesign.
- Assessing the risks of organization change and its impact on teams.
- Setting indicators to measure the success of the new structure and workforce plan.
- Writing executive recommendations supported by data.
- Final application on preparing a short presentation covering the target organization model, workforce plan, and decision rationale.

Why Attend this Course: Wins & Losses!.

- Understand how to build an organization structure that supports strategy instead of slowing it down.
- Improve the ability to diagnose role, authority, and responsibility issues.
- Make workforce decisions based on real business needs, not general estimates.
- Use Data Analysis and Analytics to support hiring, development, and restructuring decisions.
- Reduce waste caused by overstaffing, duplicated roles, or poor resource distribution.
- Improve the quality of organization reports and recommendations presented to leadership.
- Strengthen clarity of responsibility and accountability across teams.
- Build organization models that are more flexible and ready for growth.
- Identify capability gaps before they affect performance.
- Support restructuring and expansion decisions with stronger evidence.
- Link workforce requirements with budget, productivity, and operating priorities.
- Turn organization design into a performance tool, not just an administrative chart.



Conclusion

This course provides a strong practical perspective on Organization Design and Workforce Planning by focusing on how the organization works, how roles are distributed, how data is interpreted, and how workforce decisions are made.

The program does not treat the organization chart as a static document. It treats it as a system that affects decision speed, coordination quality, resource efficiency, and accountability. It also views workforce planning as more than a headcount exercise. It is a strategic process that defines the capabilities the organization needs today and the capabilities it must prepare for in the future.

By integrating Data Analysis and Analytics into the course, participants learn how to test assumptions, understand workforce and structural gaps, build scenarios, and present recommendations supported by measurable indicators.

By the end of the program, participants will be better prepared to evaluate current structures, design more effective organization models, build realistic workforce plans, and present executive recommendations that help the organization improve performance and prepare for growth and change.

