

HUMAN RESOURCES | COURSE BROCHURE

Organisational Design and Restructuring

5 days | Classroom training | English

SMART HORIZON

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Amsterdam
The Netherlands

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Course content

Why attend

Organisational design determines how work, roles, decision rights and reporting lines support strategy. This course covers design principles, structural options, spans and layers, role design, design for agility and the process of planning and implementing restructuring fairly. Participants analyse an organisation and develop a design proposal.

Restructuring without a clear design logic often creates new problems. This course helps you design structures that fit strategy and implement changes with minimal disruption.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

The course uses organisational design frameworks, structure analysis exercises, case studies and implementation planning.

Course objectives

By the end of this course, participants will be able to:
• Explain organisational design principles and models
• Diagnose the effectiveness of current structures
• Evaluate structural options such as functional, divisional and matrix
• Analyse spans, layers and decision rights
• Design roles and organisational charts aligned to strategy
• Plan and implement restructuring fairly

Target audience

This course is suitable for:
• HR directors and business partners
• Organisational development specialists
• Senior managers leading restructuring
• Strategy and transformation professionals
• Consultants



Course content

Target competencies

Participants will develop competencies in:

- Organisational diagnosis
- Structure design
- Spans and layers analysis
- Role design
- Restructuring planning
- Change implementation

Course outline

Day 1: Design Principles

09:00–09:54	Strategy and structure
09:54–10:48	Design criteria
10:48–11:00	Organisational design models
11:00–11:30	**Coffee break**
11:30–12:12	Organisational design models (continued)
12:12–13:06	Signs of design problems
13:06–14:00	Exercise: Diagnosing structure

Day 2: Structural Options

09:00–09:54	Functional, divisional and matrix structures
09:54–10:48	Process and network organisations
10:48–11:00	Centralisation and decentralisation
11:00–11:30	**Coffee break**
11:30–12:12	Centralisation and decentralisation (continued)
12:12–13:06	Shared services
13:06–14:00	Workshop: Evaluating options



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Day 3: Spans, Layers and Roles

09:00–09:54	Spans of control
09:54–10:48	Layers and decision rights
10:48–11:00	Role design and job families
11:00–11:30	**Coffee break**
11:30–12:12	Role design and job families (continued)
12:12–13:06	Governance forums
13:06–14:00	Exercise: Spans and layers analysis

Day 4: Restructuring Process

09:00–09:54	Business case for change
09:54–10:48	Selection and redeployment
10:48–11:00	Consultation and legal considerations
11:00–11:30	**Coffee break**
11:30–12:12	Consultation and legal considerations (continued)
12:12–13:06	Communication
13:06–14:00	Case study: A restructuring programme

Day 5: Implementation

09:00–09:54	Transition planning
09:54–10:48	Managing people impacts
10:48–11:00	Measuring success
11:00–11:30	**Coffee break**
11:30–12:12	Measuring success (continued)
12:12–13:06	Adjusting the design
13:06–14:00	Capstone: Organisational design proposal

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the



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sessions. They are indicative only and do not constitute a binding commitment.

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Istanbul Confirmed dates	16 Nov 2026	20 Nov 2026	**€2,650.-**
Online Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,250.-**
Amsterdam Confirmed dates	7 Dec 2026	11 Dec 2026	**€2,540.-**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.-**
Singapore Confirmed dates	14 Dec 2026	18 Dec 2026	**€2,820.-**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.-**
London Confirmed dates	4 Jan 2027	8 Jan 2027	**€2,450.-**
Online Confirmed dates	4 Jan 2027	8 Jan 2027	**€1,250.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Dubai Confirmed dates	18 Jan 2027	22 Jan 2027	**€3,150.–**
Online Confirmed dates	18 Jan 2027	22 Jan 2027	**€1,250.–**
Vienna Confirmed dates	25 Jan 2027	29 Jan 2027	**€2,940.–**
Online Confirmed dates	25 Jan 2027	29 Jan 2027	**€1,250.–**
Frankfurt Confirmed dates	1 Feb 2027	5 Feb 2027	**€2,650.–**
Online Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	15 Feb 2027	19 Feb 2027	**€1,450.–**
Online Confirmed dates	15 Feb 2027	19 Feb 2027	**€1,250.–**
Paris Confirmed dates	1 Mar 2027	5 Mar 2027	**€2,860.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	1 Mar 2027	5 Mar 2027	**€1,250.–**
Istanbul Confirmed dates	15 Mar 2027	19 Mar 2027	**€2,650.–**
Online Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,250.–**
Cape Town Confirmed dates	29 Mar 2027	2 Apr 2027	**€1,890.–**
Online Confirmed dates	29 Mar 2027	2 Apr 2027	**€1,250.–**
Amsterdam Confirmed dates	5 Apr 2027	9 Apr 2027	**€2,540.–**
Online Confirmed dates	5 Apr 2027	9 Apr 2027	**€1,250.–**
Singapore Confirmed dates	19 Apr 2027	23 Apr 2027	**€2,820.–**
Online Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
London Confirmed dates	3 May 2027	7 May 2027	**€2,450.–**
Online Confirmed dates	3 May 2027	7 May 2027	**€1,250.–**
Dubai Confirmed dates	17 May 2027	21 May 2027	**€3,150.–**
Online Confirmed dates	17 May 2027	21 May 2027	**€1,250.–**
Barcelona Confirmed dates	24 May 2027	28 May 2027	**€2,840.–**
Online Confirmed dates	24 May 2027	28 May 2027	**€1,250.–**
Frankfurt Confirmed dates	7 Jun 2027	11 Jun 2027	**€2,650.–**
Online Confirmed dates	7 Jun 2027	11 Jun 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,450.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.-**
Paris Confirmed dates	5 Jul 2027	9 Jul 2027	**€2,860.-**
Online Confirmed dates	5 Jul 2027	9 Jul 2027	**€1,250.-**
Istanbul Confirmed dates	19 Jul 2027	23 Jul 2027	**€2,650.-**
Online Confirmed dates	19 Jul 2027	23 Jul 2027	**€1,250.-**
Rome Confirmed dates	26 Jul 2027	30 Jul 2027	**€2,450.-**
Online Confirmed dates	26 Jul 2027	30 Jul 2027	**€1,250.-**
Amsterdam Confirmed dates	2 Aug 2027	6 Aug 2027	**€2,540.-**
Online Confirmed dates	2 Aug 2027	6 Aug 2027	**€1,250.-**



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Dates, venues and fees (continued)

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Singapore Confirmed dates	16 Aug 2027	20 Aug 2027	**€2,820.-**
Online Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,250.-**
London Confirmed dates	6 Sept 2027	10 Sept 2027	**€2,450.-**
Online Confirmed dates	6 Sept 2027	10 Sept 2027	**€1,250.-**
Dubai Confirmed dates	20 Sept 2027	24 Sept 2027	**€3,150.-**
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.-**
Cape Town Confirmed dates	27 Sept 2027	1 Oct 2027	**€1,890.-**
Online Confirmed dates	27 Sept 2027	1 Oct 2027	**€1,250.-**
Frankfurt Confirmed dates	4 Oct 2027	8 Oct 2027	**€2,650.-**



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Dates, venues and fees (continued)

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Online Confirmed dates	4 Oct 2027	8 Oct 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,450.–**
Online Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,250.–**
Paris Confirmed dates	1 Nov 2027	5 Nov 2027	**€2,860.–**
Online Confirmed dates	1 Nov 2027	5 Nov 2027	**€1,250.–**
Istanbul Confirmed dates	15 Nov 2027	19 Nov 2027	**€2,650.–**
Online Confirmed dates	15 Nov 2027	19 Nov 2027	**€1,250.–**
Rome Confirmed dates	29 Nov 2027	3 Dec 2027	**€2,450.–**
Online Confirmed dates	29 Nov 2027	3 Dec 2027	**€1,250.–**



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Dates, venues and fees (continued)

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Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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View the latest course details online