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COURSE BROCHURE

# Advanced Organisation Design and Structural Analysis Training Course

20 June – 1 July 2027
Muscat

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Registered in the United Kingdom and Saudi Arabia

# Advanced Organisation Design and Structural Analysis Training Course

**Ref:** 541_20054 **Date:** 20 June – 1 July 2027 **Location:** Muscat **Fees:** 11700 GBP

Organisation Design and Structural Analysis is a 2-week advanced training course for leaders of construction and engineering firms, HR business partners and project organisation managers, who leave with an Organisation Design Proposal for their business unit. Contractors that grow through joint ventures, mega-projects and new service lines often carry structures built for a smaller firm, with blurred accountability and slow decisions. Jupiter Prime Training offers this course on organisation design and structural analysis.

## Why Organisation Design and Structural Analysis Matters Now

Three pressures shape organisation design in contracting and engineering today: project portfolios that swing between peaks and troughs, matrix arrangements where site teams answer to both project directors and functional heads, and clients who expect one accountable interface across design, procurement and construction. A firm whose structure matches its strategy moves decisions to the right level, deploys scarce engineers across projects and contains overhead; one that adds boxes ad hoc breeds duplicated roles, unclear sign-off and costly delays. The course rests on the Galbraith Star Model, which links strategy, structure, processes, rewards and people, and on the Responsible, Accountable, Consulted, Informed RACI matrix.

## Who Gains Most from Organisation Design and Structural Analysis

- Executives who decide how the firm splits authority between head office, regions, business lines and projects
- HR business partners who translate restructuring choices into roles, grades and reporting lines
- Project organisation leads who set up site, design and commercial teams for large contracts
- Operations and shared services heads who decide what to centralise and what to devolve
- Strategy and transformation leads who test whether the structure supports growth and joint ventures

A leadership group that sends an operations director, an HR business partner and a project director together gains most, because structural choices only hold when line, functional and project voices shape them jointly.

## Organisation Design and Structural Analysis Capabilities

Participants learn to read an organisation chart as evidence, measure where it strains, and design alternatives that serve the firm's strategy and its project portfolio.

- Assess the current structure with spans of control, layers and cost-to-manage measures — informing executive restructuring decisions
- Map decision rights and handoffs with RACI matrices — clarifying accountability for project and functional heads
- Design matrix and project-based organisation options with explicit authority splits — guiding project directors
- Weigh centralisation against devolution for estimating, procurement and engineering services — serving shared services heads
- Test design options against strategic criteria and the Star Model — supporting board-level choices
- Build a transition roadmap covering roles, grading and communication — equipping HR business partners

## Key Organisation Design and Structural Analysis Terms

- Span of Control — the number of direct reports a manager has; too narrow adds cost and layers, too wide weakens supervision.
- Organisational Layers — the number of management levels between the chief executive and frontline staff, which shapes decision speed and overhead.
- Matrix Organisation — a structure in which staff report to both a functional head and a project or business-line leader.
- Decision Rights — the defined authority to propose, approve, veto or be informed about a specific decision.
- Star Model — Galbraith's framework linking strategy, structure, processes, rewards and people so that design choices reinforce one another.
- Design Criteria — the strategic requirements against which alternative structures are scored before one is chosen.

## Organisation Design and Structural Analysis Day by Day

### Day 1: Strategy and Structure in Contracting Firms

- Contractor Business Models — Linking Strategy Choices to Structural Needs
- Galbraith Star Model — Aligning Structure, Processes, Rewards and People
- Structural Symptoms Diagnosis — Spotting Duplication, Gaps and Bottlenecks
- Engineering Consultancy and Main Contractor Cases — Comparing Growth Paths
- Design Criteria Set — Defining the Tests for Any Option

### Day 2: Structural Analysis Methods

- Organisation Chart Data Capture — Building a Reliable Baseline
- Spans of Control Analysis — Locating Narrow and Overloaded Managers
- Layers Analysis — Measuring Distance From Executive to Site
- Cost-to-Manage Ratios — Comparing Overhead Across Business Units
- Structural Heat Map — Prioritising Areas for Redesign

## Day 3: Structural Archetypes

- Functional, Divisional and Geographic Forms — Weighing Strengths and Limits
- Business-Line and Client-Sector Structures — Organising Around Markets
- Front-Back Models — Separating Client Interfaces From Delivery Engines
- Hybrid Structures — Combining Archetypes Without Confusion
- Archetype Scoring — Ranking Forms Against Design Criteria

## Day 4: Matrix and Project Organisations

- Weak, Balanced and Strong Matrix — Choosing the Power Balance
- Project Organisation Breakdown — Structuring Site, Design and Commercial Teams
- Resource Pools and Secondment — Sharing Scarce Engineers Across Projects
- Joint Venture Organisation Charts — Allocating Roles Between Partners
- Matrix Friction Points — Resolving Dual Reporting Conflicts

## Day 5: Decision Rights and Accountability

- RACI Matrix Construction — Assigning Roles for Critical Decisions
- Delegation of Authority Schedules — Setting Approval Limits by Level
- Handoff Mapping — Tracing Tender to Handover Interfaces
- Committee and Forum Design — Reducing Meetings That Decide Nothing
- Accountability Gap Register — Recording Unowned Decisions

## Day 6: Centralisation, Shared Services and Support Functions

- Centralise or Devolve Analysis — Placing Estimating, Procurement and Planning
- Shared Services Centres — Weighing Scale Against Responsiveness
- Engineering Centres of Excellence — Building Technical Depth Across Projects
- Head Office Role Definition — Choosing Holding, Strategic or Operating Roles
- Service Level Agreements — Defining Support Between Units and Projects

## Day 7: Roles, Grading and Workforce Implications

- Role Profiles and Job Families — Clarifying Purpose and Scope
- Grading Structures — Aligning Levels With Accountability
- Workforce Modelling — Sizing Structures for Peak and Trough Workloads
- Talent and Succession Implications — Protecting Critical Positions
- Reward Alignment — Matching Incentives to Structural Intent

## Day 8: Evaluating and Choosing Design Options

- Option Generation — Producing Distinct Structural Alternatives
- Weighted Scoring Against Design Criteria — Selecting the Preferred Option
- Scenario Stress Tests — Checking Options Against Growth and Contraction
- Financial Impact Assessment — Estimating Cost and Saving of Each Option
- Risk and Dependency Review — Anticipating Transition Problems

## Day 9: Transition and Change Planning

- Transition Roadmap — Sequencing Moves From Current to Future Structure
- Stakeholder Impact Assessment — Preparing Leaders and Staff Affected
- Consultation and Communication Plan — Explaining the Rationale Clearly
- Interim Arrangements — Keeping Live Projects Running During Change
- Post-Implementation Review Measures — Tracking Whether the Design Works

## Day 10: Practising the Organisation Design Proposal

- Diagnostic Exercise — Applying Spans and Layers to a Sample Contractor
- Matrix Redesign Case — Resolving Authority Splits in a Joint Venture
- Decision Rights Simulation — Using RACI on a Tender Approval
- Peer Challenge of Options — Testing Scoring and Assumptions
- Organisation Design Proposal — Completing Structure, Roles and Transition Steps

## Applying Organisation Design and Structural Analysis After the Course

- Run a spans and layers analysis on one business unit and present the heat map to its leadership.
- Build a RACI matrix for the tender approval and project handover decisions and agree it with project directors.

## Organisation Design and Structural Analysis Questions FAQ

### What is organisation design and structural analysis, and why does it matter now?

It is the disciplined analysis and redesign of how a firm groups people, assigns authority and connects units. It matters now because contractors growing through larger projects and partnerships often outgrow structures that slow decisions and duplicate roles.

### Which roles gain most from organisation design and structural analysis training?

Construction and engineering executives, HR business partners and project organisation leads gain most. They decide reporting lines, approval limits and team set-ups, so spans, layers and decision rights shape their choices.

### How does organisation design and structural analysis differ from a change management course?

It decides what the structure should be before managing the move. A change management course focuses on people's transition and adoption, while this subject analyses spans, layers, matrix arrangements and decision rights to design the target structure.

## What do you bring back from organisation design and structural analysis training?

You bring back an Organisation Design Proposal for a business unit you lead or support. It sets out diagnosis, design criteria, the preferred structure, decision rights, roles and a transition roadmap, ready for executive discussion.

## Organisation Design and Structural Analysis: The Way Forward

The Organisation Design Proposal first informs which structural option leadership adopts for the business unit. Executives, HR business partners and project directors use it to agree reporting lines, approval limits and staffing. After the first project cycle under the new structure it is worth revisiting decision rights, since live tenders and handovers reveal where authority still sits in the wrong place.