



**PALO SANTO CONSULTING**

*Cohort Brochure / Cohort 01, 2026*

# Org Design for Scaleups.

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*Diagnose. Design. Architect. Execute. Evolve.*

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01 / ABOUT THIS PROGRAMME

# Move from reactive reorgs to systematic structural design.

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Structural decisions arrive constantly at scaleups. New funding round prompts a reorg. M&A prompts a reorg. Leadership change prompts a reorg. Each handled with a whiteboard session, peer-company calls, and gut judgment. Six months later, the next reorg.

This cohort builds the discipline. Diagnostic frameworks. Spans-of-control and layers math. Decision rights design. Operating model selection. Job architecture down to job codes. Linked compensation framework. Org chart construction. Reorg execution. Quarterly evolution cadence. The full stack of org design — taught at the depth practitioners need.

By the end of four weeks, you have a defensible structural recommendation for your own organisation, complete with the supporting analysis to back it up.

02 / WHAT YOU'LL LEARN

# 12 modules across 4 arcs.

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Twelve modules across four arcs. Arcs 1 and 2 are delivered live; Arcs 3 and 4 are self-paced with weekly office hours.

## Arc 1 — Diagnostic

*Live · Day 1. Before designing, diagnose accurately.*

**M1 Growth bands — 5 scaleup transitions.** The structural inflection points at 50, 150, 500, 1500, and 5000. What changes at each.

**M2 Galbraith Star Model and McKinsey 7S.** Two diagnostic frameworks. When to use each. Worked diagnostic on a real scaleup.

**M3 Spans of control, layers, value-at-stake math.** Quantifying the cost of over-layering. Spans calculator. Layer-reduction value-at-stake methodology.

## Arc 2 — Design

*Live · Day 2. Designing the right structure for the next phase.*

**M4 Decision rights — RAPID, RACI, DACI.** Three frameworks. When to use which. Decision rights charter template.

**M5 Operating model archetypes (6 of them).** Functional, divisional, matrix, hybrid, platform, network. Worked examples of each.

**M6 Choosing the right design for your stage.** Matching operating model to growth band. The transition costs of getting it wrong.

## Arc 3 — Architecture

*Self-paced · Weeks 2–3. The detailed structure underneath the operating model.*

**M7 Job architecture — functions, families, codes, positions.** Four-level architecture with worked example for a 350-person scaleup.

**M8 Linking org design to compensation bands.** Five-layer comp stack. Bangalore-anchored bands. Geographic differentials. IC vs Manager parity.

**M9 Org charts in practice — 7 chart types.** Hierarchy, matrix, networked, project-based, hybrid.  
When to publish what.

## **Arc 4 — Execution**

*Self-paced · Weeks 3–4. Implementing the design without breaking the company.*

**M10 Reorg execution — 7 workstreams.** Comms, individual conversations, system changes, role transitions, manager support, leadership alignment, governance.

**M11 Continuous evolution — quarterly cadence.** How to keep the design current without constant disruption. Quarterly org review.

**M12 Capstone refinement and rollout.** Final capstone polish. Board paper structure if needed.

03 / FORMAT AND SCHEDULE

# How a cohort runs.

The cohort runs over four weeks. Two arcs are delivered live; two arcs are self-paced. The pitch-back session brings the cohort back together at the end.

Live delivery includes diagnostic exercises run on participants' own organisations. Self-paced modules include calculators (spans, layer value-at-stake), templates (job architecture, decision rights), and worked examples.

When	What happens	Time commitment
<b>Week 1 (live)</b>	Arcs 1 and 2 delivered live. Diagnose your organisation. Design the next structure.	12 hours
<b>Week 2</b>	Self-paced modules 7 and 8. Capstone scoping.	6–8 hours
<b>Week 3</b>	Self-paced modules 9 and 10. Capstone build.	6–8 hours
<b>Week 4</b>	Modules 11–12, capstone polish, and live pitch-back session.	6–8 hours

## Live delivery times

Live arc sessions run from 9:00 AM to 5:00 PM IST. Sessions are typically scheduled on Saturday and Sunday for the public cohorts listed below, but corporate cohorts can be arranged on weekdays during business hours — please contact us if your organisation prefers a weekday or split schedule. All times shown are IST; recordings available for participants in other time zones.

## Recordings and self-paced modules

All live sessions are recorded and shared within 24 hours. Self-paced modules are released weekly and remain accessible for 12 months post-cohort. Office hours run weekly during the cohort.

04 / CAPSTONE

# What you build.

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Every participant ships a capstone — a real, working artefact built on their own company's context. Faculty reviews each capstone with the participant during the pitch-back session. Pick one of six tracks based on what's most useful for your role.

**Capstone 1 · Reorg Plan for Next Growth Stage.** Full structural redesign with supporting analysis.

**Capstone 2 · Decision Rights Charter.** Top 12 decisions with RAPID/RACI/DACI assignments and governance routines.

**Capstone 3 · Spans and Layers Restructure.** Current-state analysis, target-state design, transition plan, value-at-stake quantification.

**Capstone 4 · Job Architecture and Comp Alignment.** Full 4-level architecture with linked comp band framework and geo differentials.

**Capstone 5 · Founder Dependency Reduction.** Bottleneck map, delegation sequencing, governance redesign for founder-led organisations.

**Capstone 6 · M&A or Post-Funding Reorg.** Structural integration plan with sequencing and risk mitigation.

05 / WHAT YOU TAKE AWAY

# Deliverables in your hands.

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On completion, every participant takes the following back to their work:

- Your capstone deliverable — designed for your own organisation
- 86-page programme handbook with all frameworks and worked examples
- Recorded video modules (~8 hours of self-paced deep dives)
- Spans-of-control calculator (Excel)
- Layer-reduction value-at-stake calculator (Excel)
- Job architecture templates (4-level framework)
- Decision rights charter templates (RAPID, RACI, DACI)
- Org chart templates (7 chart types)
- Reorg execution checklist (7 workstreams)
- Certification and digital credential (Standard and Premium tiers)
- 90-day access to the private cohort group (Standard and Premium tiers)
- Lifetime access to handbook updates

06 / WHO THIS IS FOR

# Designed for practitioners ready to lead the work.

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This cohort works for professionals at multiple career stages. Specifically:

**CHROs and Heads of HR.** You own structural design conversations with your CEO and Board. This cohort gives you the depth and the methodology.

**COOs and Chiefs of Staff.** Operating model decisions live on your desk. This cohort gives you the org design fluency that the role demands.

**HR Business Partners supporting GMs and BU heads.** You support leaders who reorg constantly. This cohort gives you the framework to advise effectively.

**Founders and CEOs at scaleups.** You are hitting the founder-dependency wall and need a delegation framework. The cohort gives you systematic methods.

**Heads of Compensation and Benefits.** You are linking pay structure to a growing org design. Modules 7 and 8 alone justify the time.

## Prerequisites

- Comfortable with Excel for the spans/layers calculations
- Access to your company's current org structure for capstone build
- Willingness to engage your own organisation as the case study throughout

## 07 / INVESTMENT

# Three tiers. Cohort 01 founding pricing.

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Tier	Cohort 01 (founding)	From Cohort 02
Self-Study	₹4,999	₹6,999
Standard (live cohort)	₹19,999	₹24,999
Premium (live + 1:1 mentor)	₹29,999	₹34,999

## What each tier includes

### Self-Study

- 86-page programme handbook (PDF)
- All recorded video modules (~8 hours)
- All templates, worked examples, and reference materials
- No live sessions, no capstone, no certification

### Standard (live cohort)

- Everything in Self-Study
- Live cohort delivery (~14 hours over the live arcs)
- Weekly office hours during the cohort
- Capstone built on your own context, with peer review
- Live pitch-back session with faculty feedback
- Certification on completion
- 90-day access to private cohort group
- Lifetime access to handbook updates

### Premium (live + 1:1 mentor)

- Everything in Standard
- 30-minute 1:1 mentor session for capstone review
- Priority support throughout the cohort
- Early access to next cohort if you wish to repeat or progress

## Corporate packages

For teams: 5-seat package ₹79,000 / 10-seat package ₹1,49,000. Per-seat pricing significantly lower than individual enrolment. Includes optional team capstone with shared deliverable.

*Invoices issued in company name for L&D budget reimbursement. GST applied as per Indian tax law.*

08 / UPCOMING COHORTS

# Schedule.

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Three cohorts of this programme run in 2026.

Cohort	Live arc dates	Pitch-back	Apply by
<b>Cohort 01</b>	22–23 March 2026	19 April 2026	15 March
<b>Cohort 02</b>	24–25 May 2026	21 June 2026	17 May
<b>Cohort 03</b>	12–13 July 2026	9 August 2026	5 July

*Subscribe to the public calendar for live updates: [palosantoconsulting.com/hr/cohorts](https://palosantoconsulting.com/hr/cohorts)*

09 / COMMON QUESTIONS

## FAQs.

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### **How is this different from MBA org design modules?**

MBA modules teach Galbraith Star and McKinsey 7S at framework level. They do not teach the calculations (span of control, layer reduction value-at-stake), the architecture (job families, codes, positions), or the comp linking that turn frameworks into defensible reorg plans. This cohort teaches all of it.

### **Do you really cover job architecture and comp linking?**

Yes. Module 7 walks through 4-level architecture (Function → Family → Role → Job Code/Position) with a full worked example for a 350-person scaleup. Module 8 covers the 5-layer comp stack including Bangalore-anchored bands with geographic differentials and IC vs Manager parity.

### **How technical is the spans and layers module?**

Calculator and spreadsheet workflow. High-school math ceiling. The methodology is designed for practitioners, not analysts. The Excel calculator is provided and walked through.

### **My company is small (50-100 people). Is this for me?**

Yes — this is the most critical inflection. Most structural problems at 200–500 employee stage trace back to org design decisions made at 50–150. The best time to invest in design rigour is before the chaos.

### **Can my capstone be presented to my actual Board?**

Yes, that is the design intent. Many participants present their capstone — reorg plan, decision rights charter, spans/layers restructure, job architecture and comp alignment — to their actual CEO or Board within 30–60 days of cohort completion.

### **How much time will I need to commit?**

Approximately 36 hours total across 4 weeks. ~14 hours of live arc delivery, ~16 hours of self-paced module work, ~6 hours of capstone build time, and the 2-hour pitch-back session. Most participants find the self-paced work fits into 6–8 hours per week.

### **Can my company sponsor my participation?**

Yes. Many participants are sponsored by their employer's L&D budget. Invoices are issued in the company name with GST. For 5 or more colleagues, the corporate packages provide better per-seat pricing. Speak with us if you need a justification letter for your manager.

### **What if I miss a live session?**

All live sessions are recorded and shared within 24 hours. If you miss a live session, you can catch up via the recording and bring questions to the next office hour. Missing more than one live arc, however, materially reduces the cohort experience — the live arcs are where most of the learning happens.

### **Can I take this from outside India?**

Yes. The cohort is delivered over Zoom and the content is calibrated for Indian SMEs but is broadly applicable. International payments accepted via Razorpay International. Pricing in INR; your card will be charged at the prevailing exchange rate.

### **Will I get a certificate?**

Yes. Standard and Premium tiers receive a Palo Santo Consulting certificate of completion after the pitch-back session, plus a digital LinkedIn-shareable credential. Self-Study tier does not include certification.

### **What is the refund policy?**

Standard and Premium tiers: full refund up to 14 days before the cohort begins. Within 14 days, 50% refund or transfer to a future cohort. After cohort begins, no refunds but you can transfer to a future cohort once. Self-Study tier: no refunds after delivery, as content is delivered immediately.

10 / HOW TO APPLY

## Next steps.

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### 1. Choose your tier

Self-Study, Standard, or Premium. Most participants choose Standard.

### 2. Choose your cohort

Three cohorts run in 2026 (see Section 08). You can apply for any upcoming cohort. Seats are released in order of application.

### 3. Complete application and payment

Visit [palosantoconsulting.com/hr/cohorts](https://palosantoconsulting.com/hr/cohorts) and click through to this programme's page. Application form takes 5 minutes. Payment via Razorpay (cards, UPI, net banking).

### 4. Confirmation and onboarding

On successful payment, you receive a confirmation email with the cohort calendar, joining instructions, and pre-reading materials. Welcome email sequence begins immediately.

### 5. Pre-cohort week

One week before the live arc begins, you receive the Zoom link, cohort group access, the handbook, and Module 1 recording for context.

Apply at

**[palosantoconsulting.com/hr/cohorts/org-design-for-scaleups](https://palosantoconsulting.com/hr/cohorts/org-design-for-scaleups)**

*Or write to [info@palosantoconsulting.com](mailto:info@palosantoconsulting.com) / WhatsApp +91 99000 07586*