



HANDBOOK ON THE CERTIFICATION PROGRAM FOR ORGANIZATION DESIGN PROFESSIONALS (CODP)





1. ABOUT THE CODP PROGRAM

The Certified Organization Design Professional (CODP) program endorses individuals in organization design who meet a comprehensive set of requirements. CODP is managed jointly by the Organizational Design Community (ODC), Organization Design Forum (ODF), and the European Organization Design Forum (EODF). The program is legally hosted in the Danish commercial organization ODC-IVS.

2. OUR VIEW OF ORGANIZATION DESIGN

Organization design is a diverse field that includes both theory and practice. Therefore, the Certification Handbook includes the following section elaborating on how organization design is defined and operationalized in the CODP program. The definition presented and elaborated below is based on the views of the three partner organizations administering the program. The preamble is intended to provide individuals interested in applying to become a Certified Organization Design Professional with sufficient context to evaluate how they position themselves in the CODP understanding of organization design.

Briefly described, organization design is understood as: *A systematic and holistic approach to aligning and fitting together all parts of an organization to achieve its defined strategic intents.*

Organization design is viewed as an applied discipline that is based on the literature of the organization sciences. The relevant knowledge base is diverse, including concepts, theories, and research findings from fields such as economics, psychology, sociology, management, information technology, computer science, and artificial intelligence. Effective organization design requires both science and art, and the best theorists and practitioners have a deep understanding of how organizations work, as well as how they can be redesigned and changed. In the words of Nobel Prize-winning economist Herbert Simon, *“Design is changing existing situations into preferred ones.”*

As such, applied organization design encompasses broad interdisciplinary perspectives and practitioners may be anyone who shares knowledge, creates community, and promotes excellence in practice to help organizations around the world become more effective, successful, and inspiring. Practitioners come from a variety of disciplines and are often multidisciplinary: They may have homes in for example Human Resources, Organization Development, Strategy, Merger and Acquisition, Culture Change, Complexity/Chaos theory, or Line/Functional management. Additionally, practitioners may be corporate both as internal/external consultants or practising entirely in academia researching and teaching the multifold and complex dimensions of organization design.

Relevant topics within organization design include the following topics:



Design Concepts and Principles

- ❖ Organizing
- ❖ Design thinking
- ❖ Design processes
- ❖ Frameworks linking organizational structures and processes to organizational purpose (form follows function)
- ❖ Contingency and multi-contingency theory
- ❖ Fit and misfit
- ❖ Agility
- ❖ Digitization

Design Types

- ❖ Enterprise (system-wide) designs
- ❖ Global matrix designs
- ❖ Unit and team-based designs
- ❖ Networks
- ❖ Customer-focused designs
- ❖ Inter-organizational collaborative designs
- ❖ Hierarchical designs
- ❖ Non-hierarchical designs

Redesign and Change

- ❖ Diagnosis and assessment
- ❖ Redesign process
- ❖ Implementation processes
- ❖ Change and performance management
- ❖ Performance metrics
- ❖ Digital transformation

3. VALUE OF THE CODP PROGRAM

The CODP program is of value to professionals who want to distinguish themselves in the market as well as clients looking for skilled professionals with certified practical and educational experience in the field of organization design.

The certified professional receives a certificate and is entered into an official directory. Certified professionals have the privilege to use the title of *Certified Organization Design Professional* and a dedicated logo in their communications.

A public directory shows the registration of Certified Organization Design Professionals. As the certification program grows, the directory will expand and enable searches to identify the current certified professionals in a variety of specialized areas.



4. HOW TO APPLY

You can apply for certification by completing and submitting the application form available for download on the CODP website: orgdesigncomm.com/Certification-Program

In this Handbook, each item in the application form is described, and the criteria for certification are listed and explained. It is important that you study these specifications before filling out the application in order to ensure that the template is filled out accurately and does not have to be returned.

When your application is complete, please send it, along with supporting materials, to: orgdesign.endorsement@gmail.com

5. REVIEW PROCESS

Applications are reviewed based on fulfilment of the requirements for certification, as well as the background of the applicant. Applications are evaluated by a review committee consisting of academics and practitioners representing the three partner organizations. The current reviewers are:

- Børge Obel, Professor, Aarhus University (representing ODC)
- Charles Snow, Professor Emeritus, Penn State University (representing ODC)
- Thomas Doering, Freelance Consultant, ON-THE-MARK (representing EODF)
- Michael Gold, Principal, Gold Standard Consulting (representing ODF)

Applications are reviewed quarterly. Review of applications will occur as soon as possible but may take up to three months starting from the official quarterly date of application submission. The quarterly dates for application submission are the following:

- 1st of May
- 1st of August
- 1st of November
- 1st of February

6. FINAL DECISION OF APPLICATION

There are three potential outcomes of the application review: (1) the application is accepted as it is, (2) more information is requested, or (3) the application is not accepted, but suggestions for improvement are



attached along with a deadline for submission once these have been met. When the additional information meets the criteria and the deadline is met, there is no need to resubmit the application.

The certification process is confidential. If an application is not approved, only the applicant will receive this information.

7. PAYMENT PROCESS AND RENEWAL

The cost of certification is 500 EURO. The 500 EURO consist of a non-refundable application fee of 350 EURO. The fee will be requested once the application has been submitted and is due payable prior the review. Any unpaid Certificate submission will not be reviewed for approval. If your application is approved by the review committee there will be an additional cost of 150 EURO for the certificate and additional benefits afterwards.

Certification is valid for three years starting the date you receive the final decision and certificate. The requirements for renewal are similar to those for initial certification. There will be a smaller non-refundable fee of 175 EURO for the recertification.

A renewal reminder will be sent out when the date for renewal is approaching.

8. TERMS AND CONDITIONS

The certification fee is set and non-refundable regardless of the final decision of the Review Board.

CODP certifies organization design professionals according to the information and materials received through the application process. We do not take responsibility for false information or documentation submitted to the Review Board.

In the event that it is brought to our attention that an individual has provided the review committee with false information, we claim the right to revoke the certification.

Certification does not warrant or guarantee the individual's expertise in the field of organization design, nor does it signify that the individual is equipped to manage a given project within the field. Certification indicates that the individual has been evaluated according to, and has been judged to fulfill, the CODP educational and practical criteria for certification.

Information regarding our Data Privacy Policy can be found here: <https://orgdesigncomm.com/ODC>



9. APPLICATION TEMPLATE SPECIFICATIONS

Item 3: List your undergraduate and graduate degrees and institutions, as well as any additional training you may have completed that is relevant for organization design.

Item 4: List the experience you may have in the field of organization design that goes beyond the previous two years. Please write details about the experience such as the type of experience, duration, scope, potential team members etc.

Item 5: As an educational requirement, applicants must have completed 24 educational units within the past two years. Educational units can be gathered in a number of ways (one hour is one unit):

- Follow an OD course from a provider accredited by ODC - see the list of accredited courses here: <https://orgdesigncomm.com/page-18105>.
- Attend a conference, workshop, or other type of event organized or sponsored by ODC, ODF or EODF.
- Attend other OD-related events or courses.
- Attendance at ODC/ODF/EODF organized, sponsored, or accredited courses.
- Participate in a voluntary position in support of an organization design community.

Please complete the table in the application template. Attach documentation for the educational units you have completed along with the application in your email to orgdesign.endorsement@gmail.com, or let us know how we can verify the educational units. Documentation can for example be in the form of an invoice from the event, a conference speaker list with your name, etc. If no documentation is available, please provide a contact that can verify your attendance.

Item 6: The practice aspect of the criteria for certification includes:

- Teaching
- Consulting on, or executing, organization design or associated projects (in either an internal or external role)
- Volunteering on committees or boards associated with organization design conferences, training, workshops or virtual activities.

Applicants have to demonstrate that they on average have spent 25 % of their work week over the past two years on practical organization design or associated experience. This is estimated to add up to 1040 hours.

Please provide as much detail as possible on the practical experience. As documentation, please provide a contact for each of your practical organization design experiences achieved within the past two years who can verify the experience. We will reach out to a randomly selected contact to verify the experience. You will be informed in advance regarding which person we intend to contact, so you have the opportunity to provide contextual information to the person, if desired.

Item 8: Current reviewers are stated in section 5 in this Certification Handbook.

