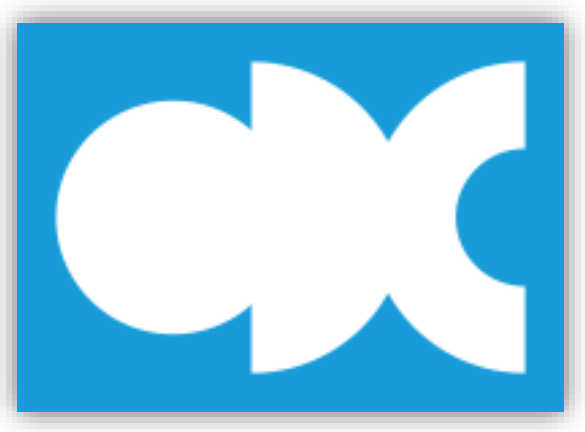
ORGANIZATIONAL DESIGN COMMUNITY

ANNUAL REPORT 2017-2018



THE ANNUAL REPORT FOR THE ORGANIZATIONAL DESIGN COMMUNITY HIGHLIGHTS ACTIVITIES, INITIATIVES, AND ACCOMPLISHMENTS IN 2017 AND 2018

INTRODUCTION

This report covers the period of August 2017 to August 2018. Over the past year, the Organizational Design Community (ODC) has grown significantly. ODC now has a commercial venture providing revenues for the community, collaborations with partner organizations, and improved governance and advisory structures and processes. Additionally, ODC has embarked on a partnership with an external administration provider to ensure optimal service for the members of ODC as well as continuity of central activities. These and other developments all contribute to the mission of ODC to be the preeminent community where research, practice, and learning intersect to produce valuable organization design knowledge and applications.

In the following sections, the status and activities of the Organizational Design Community during 2017-18 will be presented.

MEMBERSHIP

ODC is a member-driven community. Support from the members makes it possible to advance the theory and practice of organization design for scholars, executives, and organizations. As of June 7, 2018, ODC has 227 active members (55 Academic, 144 Corporate, three Emeritus, eight Administrative, and seven Ph.D. students).

We have experienced great success in the past year by returning to the original procedure where persons wishing to join the community must apply in order to be considered for membership. The purpose of this approach is to make sure that individuals want to become active members, have the resources and knowledge to enhance the mission of ODC, and can benefit from being a member. An application-based membership is more likely to populate ODC with individuals who have specific interests in organization design and who are interested in actively participating in the community.

Additionally, individuals who have completed an ODC accredited organization design course can become non-voting members of ODC for a year if they purchase a co-branded certificate of completion. The objective of this offer is to attract relevant members to remain in the community when the year has passed as well as open the possibility for new members as the news of ODC spreads via certified members.

FINANCIAL STATUS

Annual result 2017: 47.690 DKK/7.420 USD

Equity 31/12/2017: 326.280 DKK/ 50.768 USD

More details can be found in the ODC Financial Report.

BOARD OF DIRECTORS

MEMBERS OF THE ODC BOARD OF DIRECTORS

Academics

Carliss Baldwin	William L. White Professor of Business Administration, Harvard Business School
Charles Snow	Chairman of ODC Board of Directors. Professor Emeritus of Strategy and Organization at the Smeal College of Business, Pennsylvania State University
Dorthe Døjbak Håkonsson	Deputy Chairman of ODC Board of Directors. Professor, Aarhus University, Department of Business Development and Technology, Department of Management (ICOA)
Joseph Cheng	Professor Emeritus of Business Administration, University of Illinois
Timothy N. Carroll	Associate Dean, Executive Education, Darla Moore School of Business, University of South Carolina

Practitioners

Amy Kates	Managing Partner, Kates Kesler Organization Consulting, USA
Mark LaScola	Founder and Managing Principal of ON THE MARK, USA

Ex-officio

Børge Obel	Director of ODC-C-IVS and the ODC Accreditation and Certification Programs. Professor at Business and Social Sciences, Aarhus University, Denmark. Center Director at the Interdisciplinary Center for Organizational Architecture (ICOA)
John Joseph	Editor-in-Chief, Journal of Organization Design (JOD) and Associate Professor, University of California, Irvine
Metin Sengul	Editor-in-Chief, Journal of Organization Design (JOD) and Associate Professor, Boston College

The Board of Directors has been committed to developing and promoting new initiatives throughout the year. In total, the Board held six decision-making meetings during the past year (not counting the numerous Board members' follow-up meetings on sub-committees).

Changes in the ODC Board of Directors structure

At the Annual Meeting in 2017, it was approved to add non-voting ex-officio Board members: The Editor-in-Chief of the *Journal of Organization Design* and the Director of the Accreditation and Certification Program. This Board of Directors structure was implemented to promote even better cooperation amongst Board members as well as the heads of central activities in the community, which has proven to be a highly successful initiative.

This year, the Organizational Design Community faces new challenges that requires yet another change in the Board of Directors structure: The terms of three Board members expire this year, which is problematic as experienced leadership is needed to ensure continuity within ODC. Additionally, younger Board members are needed to bring new perspectives and eventually assume leadership. The Board of Directors, therefore, proposes a change of the composition of the Board in order to ensure continuity and simultaneously enable the inclusion of new board members. It is proposed to expand the size of the Board from seven to ten members (not counting the ex-officio members). Following this, the three Board members whose terms expire will be invited to stand for election for another term, while three new persons are nominated as ODC Board members. Both of these recommendations are permitted by the *Articles of Association*: ODC's Board can vary between six and ten members, and re-election is permitted for two terms.

ODC ADVISORY BOARD

In order to make long-term improvements to the Organizational Design Community, the ODC Board of Directors decided to establish an Advisory Board in 2017. The purpose of the ODC Advisory Board is to advise the ODC Board of Directors on how to continue to be the preeminent organization design community.

MEMBERS OF THE ODC ADVISORY BOARD

Andrew Campbell	Ashridge Management Center, UK
Danny Miller	HEC, Montreal
Henk Volberda	Erasmus University, Netherlands
Jan Steinmetz	Bridgestone Tires, USA
Michael Tushman	Harvard Business School, USA
Naomi Stanford	Organization Design, UK Government
Royston Greenwood	University of Alberta, Canada

COLLABORATION WITH EUROPEAN ORGANISATION DESIGN FORUM (EODF) AND ORGANIZATION DESIGN FORUM (ODF).

In 2017, the Organizational Design Community formed alliances with EODF and ODF. A Memorandum of Understanding was signed with each organization in order to pursue mutual interests in the field of organization design.

Areas of cooperation include:

- Members of ODF and EODF have been included to the Accreditation Program's Review Board and the Accreditation Advisory Board.
- ODC, ODF, and EODF jointly formed a Certification program for Organization Design Professionals (CODP) launched in 2018.
- Additional joint activities are currently being explored with both ODF and EODF.

The ODC Board is pleased with these developments and is confident that the joint forces of the three organizations (EODF, ODF, and ODC) hold great potential for promoting the mission of the Organizational Design Community moving forward.

ODC ACCREDITATION AND CERTIFICATION PROGRAMS

ODC has an accreditation and a certification program. The Accreditation Program endorses organization design courses that meet a set of minimum requirements. The Certification Program for Organization Design Professionals (CODP) is a venture that endorses individual organization design professionals based on a set of minimum requirements. Both programs are creating revenues that benefit the Organizational Design Community. Further marketing for the programs is underway to spread the news of these ODC ventures and generate additional applications.

A corporation called ODC-C IVS was established in 2017 to administer the two programs. ODC-C IVS is fully owned by the Organizational Design Community. The Director of the Accreditation and Certification Programs is Professor Børge Obel, who is currently a non-voting ex-officio member of the Board of Directors in the capacity of Accreditation and Certification Program Director.

CERTIFICATION PROGRAM FOR ORGANIZATIONAL DESIGN PROFESSIONALS (CODP)

The Certified Organizational Design Professional (CODP) program was launched in 2018. The 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 Organisation Design Forum (EODF). A product of the CODP program is a Directory of Certified Organization Design Professionals. 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.

CODP TASK FORCE

The CODP program and the Directory of Certified Organizational Design professionals were achieved through the efforts of a task force composed of:

William Zybach	ZTC Consulting (representing ODF).

Børge Obel	Professor, Aarhus School of Business and Social Science, Aarhus University. Center Director of the Interdisciplinary Center for Organizational Architecture. Director of ODC-IVS (representing ODC).
Charles Snow	Professor Emeritus, Pennsylvania State University Smeal College of Business (representing ODC).
Jeroen van Bree	Managing Consultant, Organizational Design Group of Berenschot (representing EODF).

The members of the CODP task force now function as the CODP review committee, while continuously working to improve the program. Gradual expansion of the review committee has commenced in order to meet demand in coming years.

ODC ACCREDITATION PROGRAM

The ODC Accreditation Program was jointly developed by academics and practitioners from a comprehensive analysis of the organization design literature as well as from field experience. A set of core requirements that must be met in order for an organization design course or workshop to be accredited by ODC has been developed and is shown in the Accreditation Handbook.

ODC's Accreditation Program adds value to both participants and course providers by:

- Helping potential course participants navigate in a fragmented market of course providers
- Certifying that participants received a theoretically sound and practically useful course
- Helping course providers develop and differentiate their offerings

The ODC Accreditation Program has been fully operational for more than two years. The application process requires comprehensive information and documentation, and each application is evaluated by a highly qualified Review Board. The following organization design course providers have been accredited by ODC:

KATES KESLER ORGANIZATION CONSULTING: **Organization Design Fundamentals**

ORG-OLOGY: **Organization Design Course**

SOLUTIONS CONSULTING: **Designing for Agility: A Seven Step Process™**

SUSTAINABLE ORGANIZATIONS: **Organization Design Course**

CALIBER CONSULTING: **Fundamentals of Organization Design**

ACCREDITATION PROGRAM

ACCREDITATION PROGRAM REVIEW BOARD

Charles Snow	Professor Emeritus, Pennsylvania State University Smeal College of Business (representing ODC)
Paul Wayne	Senior Advisor in Organization Design, Chevron Corporation (representing ODC)
Richard Burton	Professor Emeritus, Duke University (representing ODC)
Stuart Wigham	Director, Wigham Consultancy Services Ltd. (representing EODF)
Wendy Bowers	Treasurer, Bowers Consulting (representing ODF)

ACCREDITATION PROGRAM ADVISORY BOARD

Amy Kates	Managing Partner of Kates Kesler Organization Consulting
Charles Snow	Professor Emeritus, Pennsylvania State University Smeal College of Business
Craig McGee	Principal, Solutions Consulting
Jeroen van Bree	Managing Consultant, Organizational Design Group of Berenschot
Timothy N. Carroll	Associate Dean, Executive Education, Darla Moore School of Business, University of South Carolina

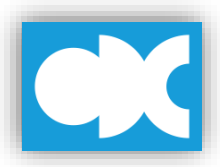
ODC ANNUAL CONFERENCE

The 2017 Annual Conference was held at Georgia State University (Atlanta, GA) on August 6 with the theme *THE ROLE OF HIERARCHY IN MODERN ORGANIZATIONS*. The conference addressed non-hierarchical modes of organizing and explored the role of hierarchy in modern organizations.

The program Chairpersons were *Marlo Raveendran*, University of California, Riverside and *Hila Lifshitz-Assaf*, Stern School of Business, New York University.

SPEAKERS AT THE 2017 ANNUAL CONFERENCE

Amy Kates	Kates Kesler Organization Consulting
Arun Sundararajan	New York University
Carliss Baldwin	Harvard Business School
Hart Posen	University of Wisconsin
Hila Lifshitz-Assaf	New York University
Jennifer Kurkoski	Google
Jerry Davis	University of Michigan
Melissa Valentine	Stanford University
Spencer Harrison	Boston College



Stephan Billinger	University of Southern Denmark
Xavier Castaner	University of Lausanne, Switzerland

The 2018 Annual Conference will be held at the Kellogg School of Management (Northwestern University) in Chicago, IL. The date of the conference is August 12, and the theme is *ORGANIZATION DESIGN AND INDUSTRY DYNAMICS*.

The program Chairpersons are *Maciej Workiewicz*, ESSEC Business School (France) and *Brian Wu*, University of Michigan (USA).

SPEAKERS AT THE 2018 ANNUAL CONFERENCE

Andrei Hagiu	MIT (Sloan School of Management), USA
Charles Williams	Bocconi University, Italy
Daniel Spulber	Kellogg School of Management, USA
Juan Santalo	IE Business School, Spain
Kevin Boudreau	Northeastern University, USA
Mark LaScola	Founder and Managing Principal, On The Mark, USA
Martin Reeves	Senior Partner & Managing Director, Director of the BCG Henderson Institute, USA
Melissa Schilling	New York University (Stern)
Michael G. Jacobides	London Business School
Oliver Baumann	University of Southern Denmark
Rahul Kapoor	University of Pennsylvania (Wharton)

JOURNAL OF ORGANIZATION DESIGN

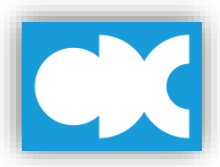
Editorial operations of the *Journal of Organization Design* (JOD) were transferred to Springer Open Access in January 2016. JOD benefits from 100 % sponsorship by the Organizational Design Community which ensures free access for all to the newest research in the field of organization design. JOD now has contractual goals with Springer Access that it has been consistently attaining.

JOURNAL OF ORGANIZATION DESIGN (JOD) EDITORS IN CHIEF

John Joseph	University of California, Irvine, USA
Metin Sengul	Boston College, USA

JOD ASSOCIATE EDITORS

Anne-Claire Pache	ESSEC Business School, France



Aseem Kaul	University of Minnesota, USA
Libby Weber	University of California, Irvine, USA
Linda Argote	Carnegie Mellon University, USA
Mikolaj Jan Piskorski	IMD Business School, Switzerland
Phanish Puranam	INSEAD, Singapore
Oliver Baumann	University of Southern Denmark
Richard M. Burton	Duke University, USA
Dorthe Døjbak Håkonsson	Aarhus University, Denmark
Todd Zenger	University of Utah, USA

JOD EDITORIAL BOARD

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Charles Williams	Bocconi University, Italy
Børge Obel	Aarhus University, Denmark
Brian Wu	University of Michigan, USA
Carliss Baldwin	Harvard Business School, USA
Michael Beer	Harvard Business School, USA
Julian Birkinshaw	London Business School, UK
Kirsimarja Blomqvist	Lappeenranta University of Technology, Finland
Magnus Broundal	VELUX A/S, Denmark
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Giuseppe Soda	Bocconi University, Italy
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Joseph Cheng	George Washington University, USA
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Diem Ho	IBM, France
George P. Huber	University of Texas, USA
Sirkka Jarvenpaa	University of Texas, USA and Aalto University, Finland
Peter Klaas	Fibointercon, Denmark

ODC ADMINISTRATION OFFICE

An agreement was made in spring 2018 with the vendor JAFFE MANAGEMENT, who offers comprehensive management solutions for organizations and non-profits. Jaffe Management will be the new administrative partner of ODC and will be managing all administrative responsibilities related to the ODC association. This will ensure continuity in the administration of ODC while enabling the Board of Directors and various committees to focus on the mission of the community rather than administrative tasks. Jaffe Management was carefully chosen due to its professionalism, experience with similar international clients, and central location in New York City. Two representatives from Jaffe Management will be assigned to ODC. We expect the partnership with Jaffe Management to be a positive development for the Organizational Design Community.

ACKNOWLEDGEMENTS

We wish to extend our most sincere acknowledgements to all members of the Boards, committees, and sub-committees of the Organizational Design Community. Your voluntary efforts are continuously improving ODC, benefiting all members of the community, and are also benefiting and promoting the field of organization design.

We also wish to extend our appreciation to all members of ODC. Thank you for supporting the community not only financially but also through intellectual contributions be it by participating in the Annual Conference, sharing knowledge as a member resource, or publishing articles in the Journal of Organization Design.