# APPENDIX 2
## Typical backgrounds that lead people to become organization designers

| Background | Involvement in ... |
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| Business consulting | Giving advice to other business people. Either individually, with a small group of independent consultants, or for a large consulting company or in an internal business consultancy within a company |
| Business process and IT management | Large-scale process or IT changes |
| Change management | Building consensus and overcoming resistance to change resulting from new innovations and technology, a shift in strategic organizational direction or managing transitional periods during organizational restructuring, mergers or takeovers. This includes stakeholder management and communications management |
| Human resources and training | Recruiting, hiring and training people for various positions within an organization or for other organizations<br><br>Organizing employee career- and professional-development initiatives<br><br>HR people are often the first people that CEOs turn to when restructuring is needed. HR business partners in particular are often in the vanguard of this work |
| Line management | Running sections that have undergone substantial organizational change, either in establishing a new organization or the restructuring and development of existing sections |

| Background | Involvement in ... |
| --- | --- |
| Organizational development/ organizational effectiveness | Assessing, coordinating or improving organizational processes, functions, departments and strategies in order to optimize organizational outcomes including efficiency, productivity and employee morale |
| | Practitioners in organizational development and organizational effectiveness; either because their job includes elements of organization design or because their work complements organization design in carrying out major transformations |
| Programme/project management | Execution of small- and large-scale transformation |
| Strategic planning and implementation | Setting goals and objectives, developing a competitive strategy, providing organizational vision and devising a plan to implement these measures |