

PREFACE

Many years ago we were asked by our respective managers to help develop new organization designs. We found ourselves working on and leading similar projects again and again in a range of roles and organizations. By the time that we met in 2001, we had acquired a great deal of experience and knowledge from practice, reading and courses; and importantly had to live with the consequences of our designs. We were developing a feeling for what good organization design was and what it could achieve.

Over the years, we have observed that whenever and wherever organization design is carried out: many new people get involved who are undertaking organization design for the first time; they come from a range of different backgrounds, experiences, geographies and often organizations; and they lack a common understanding of what is needed to accomplish the task and lack a framework to share, understand and use. Organization design, for too many, is a mystery and the results too often a disappointment. Yet, there were many pieces of the jigsaw around, if you know where to look and have the time and energy to do so. What we and our clients have so often needed is a practical process; a robust, broad-based model; and a set of tools that all link together; with a common lexicon that makes organization design easier for newcomers to learn and easier for an organization's managers to understand. A suite that is accessible for anyone or any team getting involved in organization design and, like programme and project management, can be used by all and work with different organizational change approaches and organizational contexts. Since it has not existed, over time, as we have continued to work with and learn from others, we have also been developing our own way to carry out organization design that has resulted in this suite.

This book is the one that we wish we could have bought over 20 years ago when we started this work and is the one that our clients ask us for today. It presents our integrated model, process and supporting toolset to use when designing an organization. The frameworks used throughout the book are ours; assembled from many techniques used over the years; drawn from solid organization design theories from research, academia and other practitioners and melded into a practical whole. Our aim is to give readers access to the models, process, tools and techniques that we use in our work. These codify the practice and give organizations a common approach that they can apply across all of their programmes and projects to help leaders make good decisions and bring together performing teams.

We offer the book to you, our readers, the teams and organizations that you work with, as a guide to building effective organizations.