



# Organization Design: A Guide to Building Effective Organizations

By Patricia Cichocki, Christine Irwin

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With the rate of change in organizations at an all-time high, the need for strong organization design has never been more pressing. *Organization Design* provides a complete road map to building successful organizations through good organization design. It presents a practical process; a robust, broad-based model and a set of tools and techniques that all link together. Part One and Two together provide you with the knowledge of how to establish and run an organization design programme. Part Three covers how to respond to three perennial challenges in designing organizations.

This thoroughly revised edition includes an increased range of archetypes, a wide variety of international examples and coverage of additional ways to gain insight, such as through exploring metaphors and positive deviance. It is a practical toolkit to take organization designers from start to finish, outlining the basic theory, providing a step-by-step approach to implementation, and offering solutions to the recurring challenges that will inevitably be met along the way.

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#### Review

"Praise for the previous edition: "

"[A] welcome new addition to the field of literature on organization design...a useful addition to every business executive's bookshelf."--Tim McConnell "McConnell HR Consulting NY "

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"From the Foreword:

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"The writing is clear, the ideas holistic and the set up user-friendly. The book outlines a four-part process but provides the flexibility of starting at any point and exploring each quadrant as the thinking evolves within the organization, whether it is the broader organization, a business unit or team. The building blocks are ideas from which to formulate appropriate ideas for many situations and can be applied across a broad spectrum of organization size or organization unit. Simple tools and templates are provided to support the process during each phase of design. Each chapter is laid out to move through the process in an organized, modular fashion that is easy to chunk into manageable periods of time.

The book is important to anyone serious about organization design and about ensuring organizations have the practical know how to follow through on any type of design or redesign. Whether you are an organization designer, line manager, HR professional, Organization Development/Organization Effectiveness specialist, Finance or IT specialist or senior leader you will reap benefit."--Mila N. Baker, Academic Chair and Director "M.S. HRM, NYU; Corporate Finance and Risk consultant, The World Bank ""

#### About the Author

**Patricia Cichocki** leads Design to Change. She has over 25 years' experience working in and advising international organizations and clients on organization design and change. She holds degrees from HEC Paris, Oxford University and University College London and is a member of the Organization Design Forum. Patricia was a founding director of the Change Leaders.

**Christine Irwin** retired in 2011 after a career that saw her become one of the UK's leading practitioners in organization design and implementation. The first edition of Organization Design is just part of that legacy. She was an elected board member of the US-based Organization Design Forum from 2001 to 2010 and holds degrees from Manchester Business School and Leeds University.

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