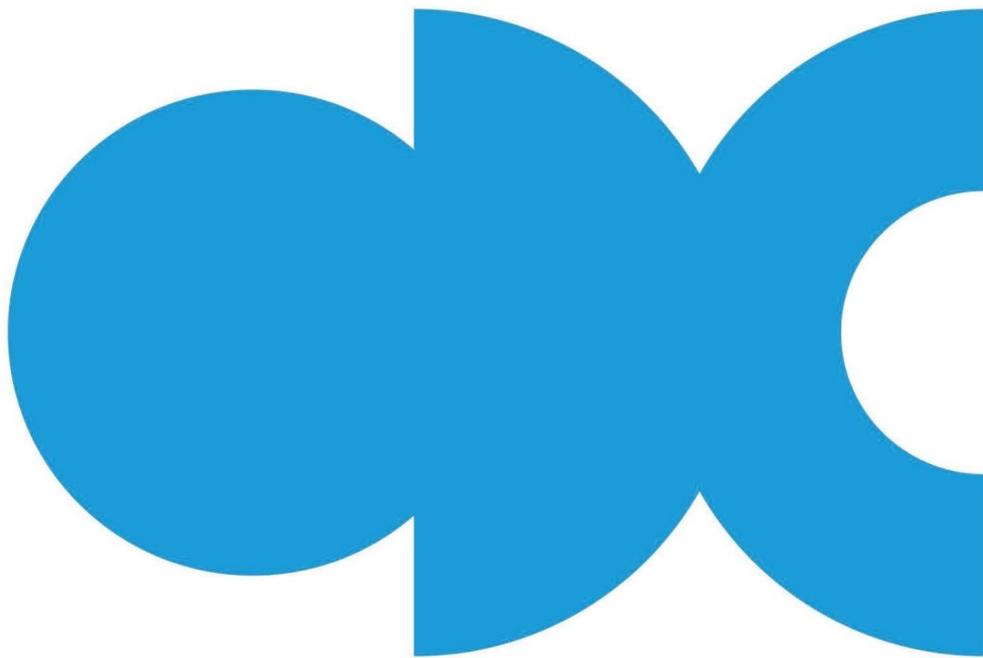


ODC ACCREDITATION HANDBOOK ON
ORGANIZATION DESIGN



ACCREDITATION PROGRAM

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1 ORGANIZATIONAL DESIGN COMMUNITY – ODC

Established in 2010, the Organizational Design Community (ODC) is an international community of scholars, executives, and organizations dedicated to advancing the theory and practice of organization design. ODC seeks to be the preeminent community where research, practice, and learning intersect to produce valuable design knowledge and applications.

More information about ODC can be found at: <http://www.orgdesigncomm.com/>

The *Journal of Organization Design* (JOD) is an official publication of the ODC. JOD's mission is to publish theoretical and practical articles on all aspects of organization design. More information can be found at: <https://jorgdesign.springeropen.com/>

2 CONCEPT OF ACCREDITATION

This Handbook is intended to provide course providers with guidance to the ODC accreditation program. ODC accredits courses and workshops that live up to a set of minimum core requirements (see Appendix 1). The Accreditation Program is a collaborative effort between ODC, the European Organisation Design Forum (EODF), and the Organization Design Forum (ODF). The Accreditation Program is placed in the commercial organization of ODC: *ODC-C, IVS*.

The Accreditation Program was jointly developed by academics and practitioners from a comprehensive analysis of the organization design literature as well as from field experience. ODC worked closely with several course providers to determine the minimum core requirements that must be met in order for an organization design course or workshop to be accredited by ODC.

3 VALUE PROPOSITION

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
- ❖ Ensuring that participants receive a theoretically sound and practically useful course
- ❖ Helping course providers develop and differentiate their offerings

4 PROCESS OF ACCREDITATION

The accreditation process has three steps:

4.1 APPLICATION

The course provider contacts the ODC Principal Office via its homepage or e-mail: info@orgdesigncomm.com.

The ODC Principal Office sends application instructions to the course provider. The course provider completes a questionnaire and provides supporting materials that document the provider's course and instructor team (see Appendix 2).

The course provider receives a decision from ODC within two months.

4.2 REVIEW

Application materials are evaluated by a Review Board selected from our reviewers and consisting of: (a) senior academics in the area of organization design, (b) senior representatives of partner organizations European Organisation Design Forum (EODF) and Organization Design Forum (ODF), and (c) senior corporate individuals responsible for organization design strategies in the private sector.

The reviewers have all signed a confidentiality agreement to protect applicants' intellectual property.

Applications will be reviewed within two months from the date the application has been submitted. The applicant will receive one of three possible decisions: Accept the application as is, Revise the application as directed and resubmit, or Reject the application.

For more information on the review process and criteria, see Appendix 3.

4.3 APPROVAL

When a course is approved, the course provider is entitled to use the ODC logo for its own marketing purposes such as placement on the provider's website, PowerPoint slides, and other program materials. As an additional service, the Review Board will provide the applicant with a number of expert recommendations for improvement of the organization design course – these will be an advantage to implement in the event of re-accreditation (after three years).

Accreditation of a specific course or workshop is valid for three years.

5 ACCREDITATION OF AN ONLINE COURSE

The basic requirement for accreditation of an online course is the same as for an onsite course.

If the course is offered as an online course, the course should be divided into modules that run over a longer period than the usual onsite course. Further, activities between the modules (e.g., homework) is required and should be designed to support the different modules and the learning experience overall. The following additional information is required in order to be accredited as an online provider (see Appendix 2):

1. Description of the individual modules and clear indications of how required topics are covered.
2. Description of online techniques used such as webinars, videos, test banks, etc.
3. If videos are used, links to the videos should be submitted.

4. Means to secure active participation (e.g., presentations, tests, homework, etc.).

6 PAYMENT PROCESS

Fees to be paid to ODC by the course provider:

- ❖ USD 1,500 non-refundable fee when applying for accreditation
- ❖ USD 1,500 when the organization design course is accredited
- ❖ USD 1,000 for a re-accredited course (after three years)

In addition, the course provider will be able to offer the following package to all participants completing the accredited course:

1. A non-voting membership in the Organizational Design Community for one year (value: USD 150)
2. A co-branded certificate designed by ODC specifically for the individual course participant, as testament to the completion of the accredited organization design course
3. Instructions on how to add the certificate to LinkedIn to showcase the acquired skill

Requests for this package will be addressed directly to ODC by the course participants. The only requirement from the course provider is a list of all participants who have completed an accredited course, so we can verify the legitimacy of the participants requesting the package.

The cost of this package is USD 100 per participant, and all payments will be administered by ODC.

The offer is available for course participants up to six months after completing an accredited course. Similarly, newly accredited course providers may offer this package to participants who have completed their accredited course up to six months previous to the accreditation. Further, a participant who has completed an accredited course has achieved educational merit to apply for the Certified Organizational Design Professional (CODP) Program. Read more about the program here: <https://orgdesigncomm.com/Certification-Program>

7 GOVERNANCE AND COLLABORATION

The ODC Accreditation Program is the property of ODC. The program is administered by ODC's Principal Office.

The program is supported by an Advisory Board of 6-8 members drawn from key stakeholder groups (e.g., course providers, professional organizations, ODC members). The Advisory Board will help ODC continue to develop and improve the program.

8 APPENDICES

8.1 APPENDIX 1: MINIMUM REQUIREMENTS FOR ACCREDITATION OF AN ORGANIZATION DESIGN COURSE OR WORKSHOP

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

8.2 APPENDIX 2: APPLICATION MATERIALS

When applying for certification, course providers will be asked to complete an application template with the following information:

COURSE PROVIDER BACKGROUND INFORMATION
1. Please enter name of course/workshop provider applying for ODC accreditation
2. How many years has your organization offered an organization design course or workshop?
3. Does your organization engage in consulting on organization design?
4. Do you offer more than one type of organization design course/workshop? If yes, please elaborate
5. Approximately how many participants attend your course/workshop per year?
6. Please describe the mission of your organization; what is the aim of the organization design course, who is the intended target audience, etc.?
INSTRUCTOR TEAM
7. Who is on the instructor team for the organization design course/workshop?
8. For each member of the instructor team, please describe his or her: Educational background Experience in teaching Practical experience Consulting experience
COURSE CONTENT AND MATERIALS
9. Is your course/workshop onsite, partly online, or fully online? Please use one of the following definitions (if in doubt, please read the description of the definitions in Appendix 4): E-learning Online learning Distance learning Blended Learning Digital learning Virtual learning
10. How long is the course/workshop in hours?

11. What pre-course and/or post-course work is required? Briefly describe

12. When submitting the application per e-mail please attach a detailed course/workshop outline.

13. When submitting the application per e-mail please attach all course/workshop materials (reading lists, PowerPoint slides, workbooks and participant evaluations from the workshop/course).

MINIMUM REQUIREMENTS FOR ACCREDITATION

14. The set of minimum requirements for ODC accreditation of an organization design course or workshop has been developed by academics and practitioners from a comprehensive analysis of the organization design literature as well as from field experience. You will find these requirements listed below. Please describe briefly below each subject, how it is addressed in the course/workshop you provide an **where in the course material it can be found in the attached material:**

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
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Redesign and Change:

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

COURSE EVALUATION

The course provider's evaluation should cover the learning outcomes of the course:

- Content:
 - o Evaluation of the substance and relevance by module or topic
- Learning Experience:
 - o Evaluation of the transfer of knowledge from program to participant
- Medium:
 - o Evaluation of how the medium added to or subtracted from the experience of the course. This is whether or not the delivery form was face-to-face, virtual or a combination.
- Instructor:
 - o Evaluation of the course instructor/leader's effectiveness in engagement, delivery, and knowledge transfer
- Utility:
 - o Evaluation of the overall value of the course in meeting the participant's specific and practical needs

The standard evaluation form that the course provider may use should be part of the Accreditation handbook.

Further course feedback and evaluation data have to be provided as part of an application for accreditation/reaccreditation because the review board need to see that:

1. The course participants feel that the course objectives have been met. (Quantitative and qualitative data should be provided).
2. The course participants have increased their knowledge of and skills to deliver organisation design interventions. (Quantitative and qualitative data should be provided).
3. The course tutors/designers have responded to the feedback and have a deployed a process that ensures continuous improvement of their course. (Examples of changes made in response to participant feedback should be provided).

ACCREDITATION OF AN ONLINE COURSE

The basic (minimum) requirement for accreditation of an online course is the same as for an onsite course.

If the course is offered as an online course, the course should be divided into modules that run over a longer period than the usual onsite course. Further, activities between the modules (e.g., homework) is required and should be designed to support the different modules and the learning experience overall. The following additional information is required to be accredited as an online course provider:

- ❖ Description of the individual modules and clear indications of how required topics are covered.
- ❖ Description of e-learning techniques used such as webinars, videos, test banks, etc.
- ❖ If videos are used, links to the videos should be submitted.
- ❖ Means to secure active participation (e.g., presentations, tests, homework, etc.).

Once the application has been submitted, the Review Board evaluates the course/workshop based on the following criteria:

Instructor evaluation

To ensure the quality of the organization design course, the instructor team will be evaluated on the basis of educational background, experience in teaching, practical experience, and consulting experience relevant for teaching Organizational Design. The evaluation will be done on a team basis.

Course content evaluation

Each item on the list of minimum requirements for certification will be evaluated by the Review Board on a scale from 0-2:

- 0 The subject is not addressed at a minimum required level.
- 1 The subject is addressed at a minimum required level or better.
- 2 The subject is addressed comprehensively.

To receive accreditation, 80% of the subjects must be addressed comprehensively in the course (score of 2). A course fails to receive ODC accreditation if any of the subjects are missing (score of 0) or 20% or more of the subjects are addressed at only a minimum required level (score of 1).

Final decision on accreditation or rejection of an organization design course/workshop

Once the Review Board has evaluated the application, the decision made by the Review Board on whether a course provider is accredited will go through an awarding body (the ODC Board of Directors) before the accreditation or rejection is final.

If a course provider is accredited, the exact scores the course received on the course content will not be made known to the public. It will only be known that the course/workshop meets the minimum requirements for accreditation.

If a course provider does not meet the minimum requirements and therefore does not receive accreditation, the rejection will not be made public — the applicant will get feedback with suggestions for improvements and be encouraged to re-apply once these have been considered.

8.4 APPENDIX 4: DEFINITIONS OF LEARNING

e-Learning:

The participant and the instructor interact online in this type of learning. In this form of learning the participants take a course from the instructor without physically visiting an actual classroom with him. Both of them communicate and learn the courses online even if they are on the same premise. Though participants can use offline materials like paper to send their response they are connected with their instructor through an internet connection only. They can send the picture of their response online to their instructor.

Online Learning:

The main element of online learning is to get learning experience by using an internet connection. The participants have to use certain techniques to get this learning experience. In other words, online learning can be described as the combination of blended learning and e-Learning as it generally uses online tools like ezTalks Cloud Meeting etc. for learning the course.

Distance Learning:

Though this learning option was introduced to attract the participants globally today it is also understood as a synonym of online learning. Many universities are offering degrees in distance learning courses to everyone who meets the qualification and entry requirements. So, for instance, it allows a participant from America to attend a European college without traveling to attend it physically.

Blended Learning:

It is a kind of virtual learning which combines the traditional learning of face-to-face instructions of the instructor with online instructions of a remote instructor through a video conferencing tool like Microsoft Lync or ezTalks Cloud Meeting etc. So this type of learning instruction comes from two sources. For one the participants have to follow a fixed learning schedule by attending the classes at an educational institution and for the second option, they can schedule their timetable to get instructions from the remote instructor through a virtual conferencing platform.

Digital Learning:

This type of modern learning option includes a combination of online learning, e-Learning and blended learning along with offline digital learning as it also uses digital cameras and local video conferencing software.

Virtual Learning:

This type of learning allows the participants to interact, connect, learn and share their learning materials with the other participants and instructors out of their classroom by using a video conferencing software like ezTalks cloud Meeting or Skype etc. It can be attended by all the participants at the same time as well as the session can be accessed at different times through its recording.

Difference Between e-Learning and Online Learning

e-Learning allows the participants to interact with their instructor only through the internet. They cannot learn or communicate with their instructor even if they are in the same premises. Online, on the other hand, allows the participants to use a virtual conferencing software like ezTalks, Cloud Meeting etc. to interact with their instructor face-to-face along with learning online through the internet.

Difference Between e-Learning and Distance Learning

e-Learning and distance learning are almost the similar types of learning facilities as both of them allow the participants not to attend the classroom physically. They can use the internet for learning their course without moving out of their place.

Difference Between e-Learning and Blended Learning

Blended learning is a combination of traditional classroom learning and virtual learning by using a video conferencing tool whereas e-Learning involves only internet connection for learning any course. In order to choose the best learning method, you will have to compare.

Source: <https://www.eztalks.com/elearning/difference-between-elearning-and-online-learning.html>

Information regarding our Data Privacy Policy can be found here:

<https://orgdesigncomm.com/sys/website/?pageId=18140>