Organization Design
Practitioner Survey

ODF ORGANIZATION DESIGN FORUM

Making organizations more effective, successful, and inspiring for all

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Welcome to the Organization Design Practitioner Survey

Welcome to the Organization Design Practitioner Survey

If you practice organization design (OD) today, your work probably feels more critical—and more challenging—than ever. You're asked to help organizations navigate volatility, AI, new ways of working, policy redirections, and economic dynamics. Yet you're also operating with tight timelines, limited attention from leaders, and ongoing confusion about what "OD" actually is.

Many of us are working at strategic levels while simultaneously explaining, over and over, why design is more than a quick org chart redraw. This survey aimed to get behind the job titles and anecdotes and ask: **What does OD practice really look like today?**

Over one month near the end of 2026, 207 practitioners from across the globe—roughly half in-house and half external—shared how they work: who sponsors their projects, what drives the work, how they use methodologies and technology, how they define impact, and how they see the field evolving.

The respondent base was experienced: well over half had eleven or more years in OD, and over three-quarters described themselves as experienced or highly advanced in the practice. They had worked with all sectors (though mostly for-profit organizations), industries and organization sizes. Most regarded OD as a core part of their skillset, even if it was not their sole professional identity.

What we heard and why it matters

A number of patterns stood out across the data:

- **Work is commissioned at senior levels to address bundles of issues.**
  OD projects are most often sponsored by Chief Executive Officers, Chief People Officers and other C-suite leaders, and typically focused at enterprise, business unit or departmental level. OD is a strategic capability commissioned by senior leaders.

  > The work available to OD practitioners is strategic, impactful, and important.

- **OD is most often practiced in hybrid roles.**
  Around four in five respondents consider OD a core skill, but fewer than half describe it as their primary area of expertise. Many combine OD with adjacent roles or disciplines. This “hyphenate” pattern appears in both in-house and external contexts.

  > OD practitioners benefit from the multiple perspectives they bring to a problem, but this may be impacting the visibility and identity of OD as a distinct capability.

- **Experienced practitioners are multi-tool and multi-method.**
  Less experienced practitioners are more likely to rely on a single familiar method or no explicit methodology; more experienced practitioners describe a broader toolkit that they apply depending on the situation.

> There is craft in knowing which tool or method to apply to which situation and more could be done to codify this, to assist both early-career and established practitioners alike.

- **Practitioners are leaning into AI, but integration into design is still at an early stage.**

  About 70% of practitioners are using AI on a daily basis, most commonly for ideation, research and analysis, content production, and personal productivity. At the time of this survey, only a minority were using AI to build or test organizational models, and just three percent reported re-imagining entire operating models around AI.

  > Looking ahead, we expect this gap to close rapidly - respondents themselves identify AI and digital technology as the most significant force reshaping the practice of OD, and a focus for their own development. OD practitioners will need to master AI on two levels: first, to understand how AI can advance organizations, operating models, and patterns of work; and second, to build AI more deliberately into their design processes.

- **Classic models still dominate the practice.**

  Practitioners draw heavily on long-established models and frameworks. While a testament to their enduring value, these models were designed for a more stable, more predictable organizational context. There is less evidence of widespread adoption of new approaches explicitly tailored to digital, networked and rapidly evolving environments.

  > To remain relevant in an increasingly complex world, practitioners will need to expand their methodological repertoire and reconsider foundational assumptions about how organizations thrive in a future that is less stable, less knowable and fundamentally different from the conditions in which many core models were conceived.

- **The hardest work is often not the design itself, but the context around it.**

  Practitioners consistently describe challenges around leadership appetite, political dynamics, time and capacity, and the ongoing work of educating colleagues about OD. Many report spending nearly as much effort on stakeholder alignment, leadership education and politics as on the design process itself.

  > Executive presence, influencing skills, and the ability to engage senior stakeholders should be treated as core OD capabilities, not optional extras. Those who excel in these areas will better navigate barriers to their work and amplify the impact of their OD knowledge.

The remainder of this report explores these and other themes in more detail, drawing out what they mean for practitioners and the wider OD community.

2 Survey Findings

2. Survey Findings

The findings of the survey are presented in relation to a set of overarching questions:

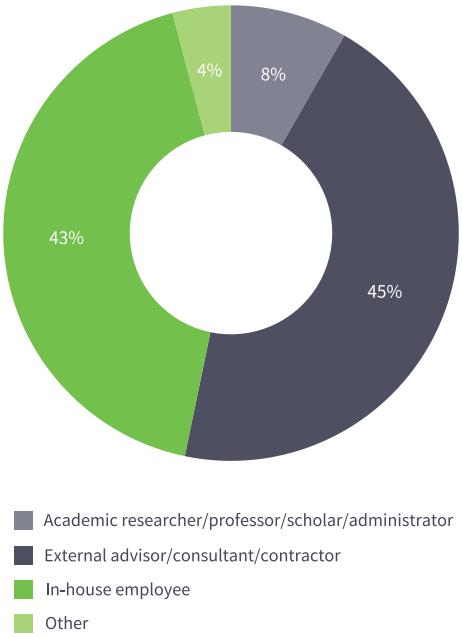
- Who practices OD?
- Where and why does the work occur?
- How is OD practiced?
- How do they measure impact?
- What are the biggest challenges?
- What skills will be needed in the future?
- What does the future of OD look like?

2.1 Who is practicing OD?

Roles and work context

Survey respondents reflected an equal balance of in-house and external practitioners. The modest academic representation (9.5%) was not surprising given the survey's explicit practitioner focus:

Figure 1: Current role (all respondents)

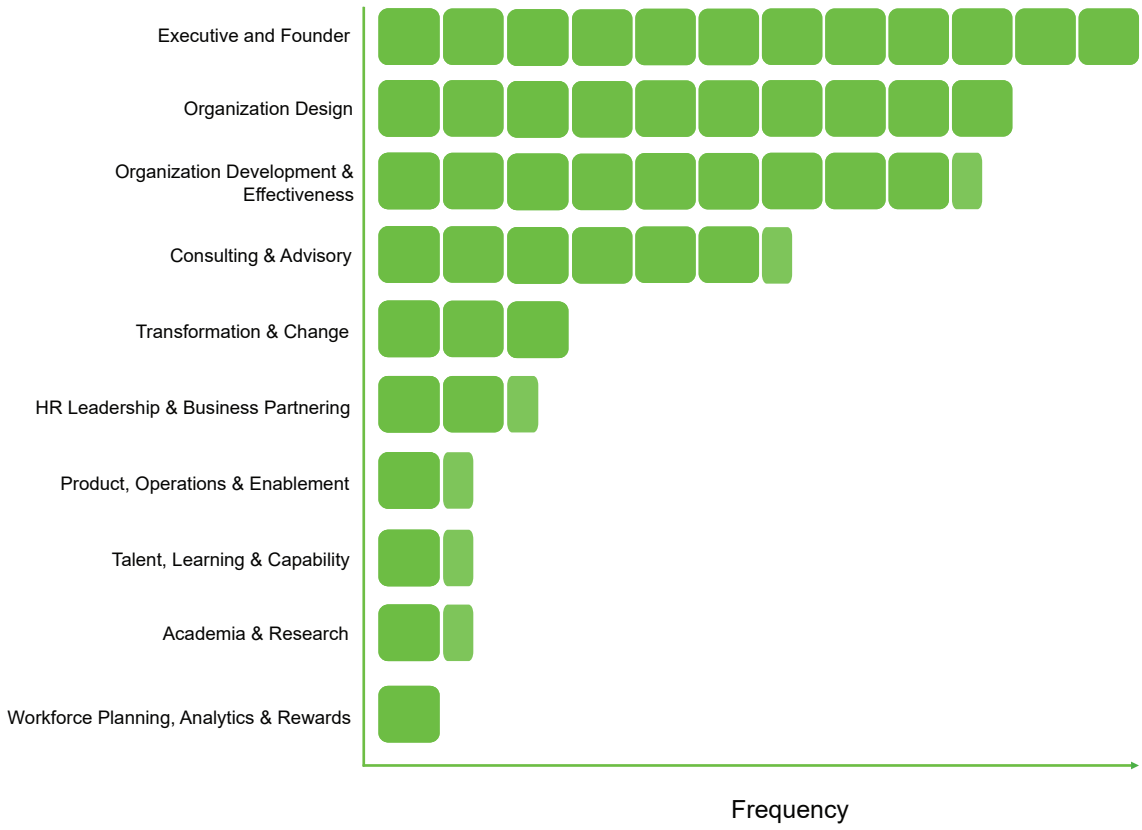


Although respondents were able to select multiple roles, the vast majority made a single choice, with the most common dual response being 'external advisor' and 'academic'.

Respondents were asked to provide their full role title. To make sense of the wide variety of roles provided, thematic analysis was performed to extract a set of theme categories. The stylized diagram that follows shows the proportion

of mentions relating to each thematic category (this approach was taken to analyze all qualitative questions).

Figure 2: Thematic grouping of role titles cited by respondents



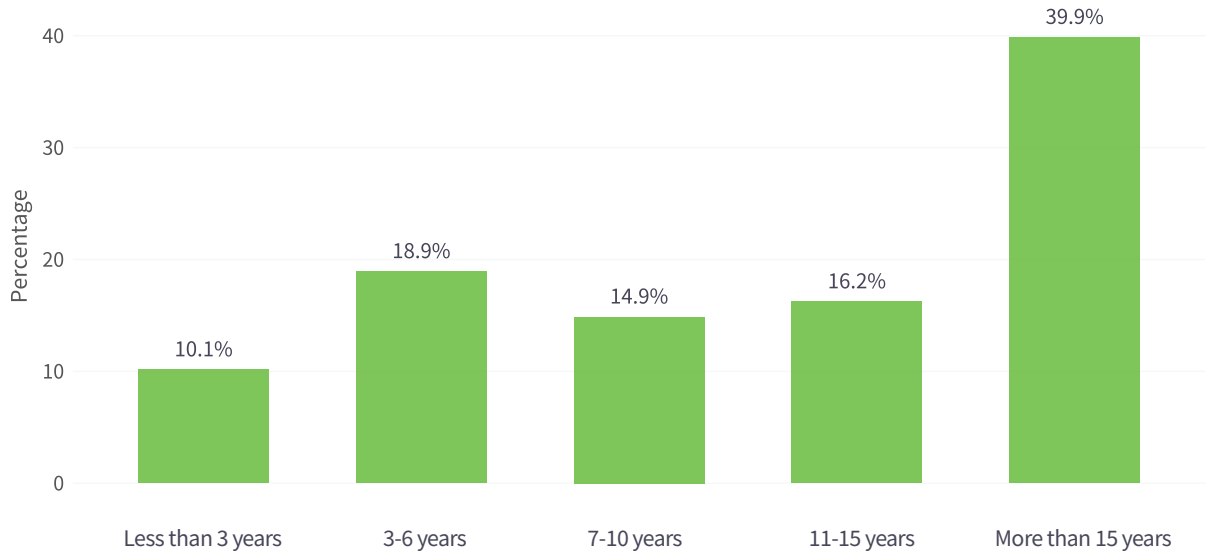
The most commonly mentioned role titles were:

- **Executive Leadership** – CEO, CEO Direct Reports, Company Founder
- **Organization Designer** – OD Director, OD Leader, OD Consultant/Advisor, Combined OD & Organization Effectiveness – Leader, Operating Model Designer
- **Organization Development & Effectiveness** – roles immediately adjacent to Organization Design
- **Consulting & Advisory** – Management Consultants, Executive Advisor, Solo Practitioner
- **Transformation & Change** – VP or Director of Transformation, Change Manager, Head of Change and Transformation
- **HR Leadership & Business Partnering** – Chief Human Resources Officer (CHRO), Head of HR, HR Director/Leader, HR Manager/Advisor, HR Business Partner
- **Product, Operations & Enablement** – Chief Product Officer, Director of Product Operations, Got to Market roles
- **Talent, Learning & Capability** – Director of Learning & Development, Talent Management Leader
- **Academia & Research** – Professor roles
- **Workforce Planning, Analytics & Rewards** – Strategic Workforce Planner, Compensation Lead, People Analytics Lead

Experience and expertise

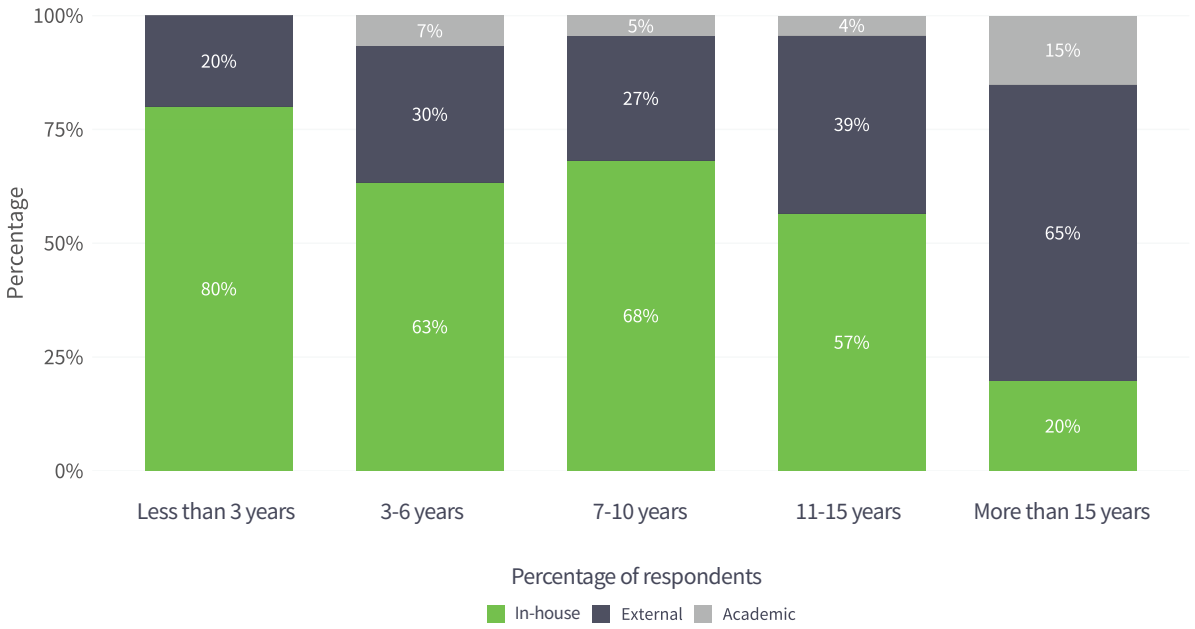
Responses reflected a relatively experienced practitioner profile:

Figure 3: Years of OD practice



An interesting pattern emerged when comparing in-house and external practitioners. The data revealed a potential career trajectory, with external practitioners concentrated in the most experienced cohort and in-house practitioners having a more even distribution, though with comparatively less years' experience. Entry-level practitioners were predominantly in-house:

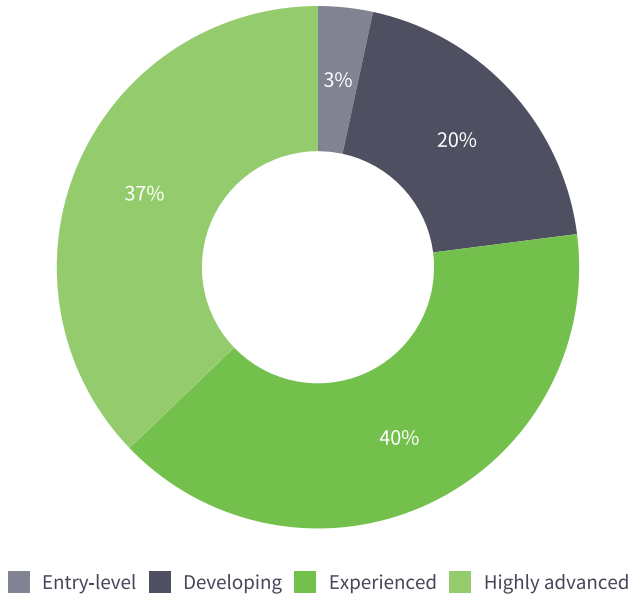
Figure 4: Years of practice by role



The pattern raises questions about why practitioners gravitate toward external advisory or consulting roles as their years of practice accumulate, and whether this shift is driven by structural factors (eg, limited senior in-house OD roles), economic considerations (eg, more attractive remuneration or portfolio flexibility), or the nature of the work itself (eg, access to more varied, complex, or strategically significant OD assignments).

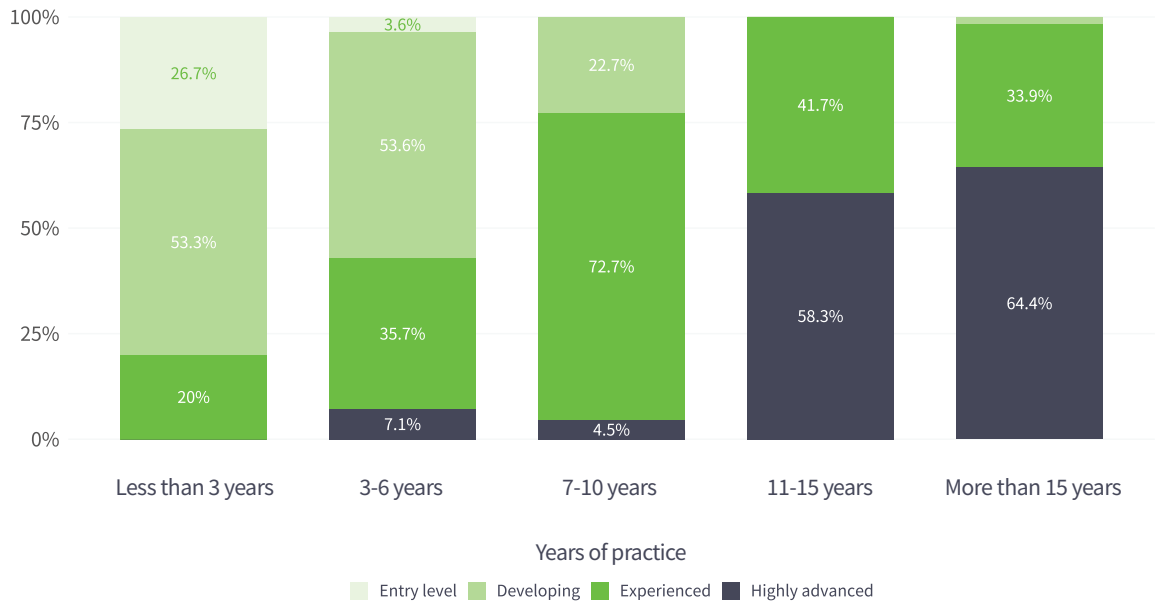
Regarding respondents' levels of OD mastery, over three-quarters self-assessed as either experienced or highly advanced:

Figure 5: Level of OD experience



The relationship between self-assessed expertise and years of practice was highly significant, validating both measures. Practitioners' self-assessment mirrors experience accumulation:

Figure 6: OD Expertise by years of practice

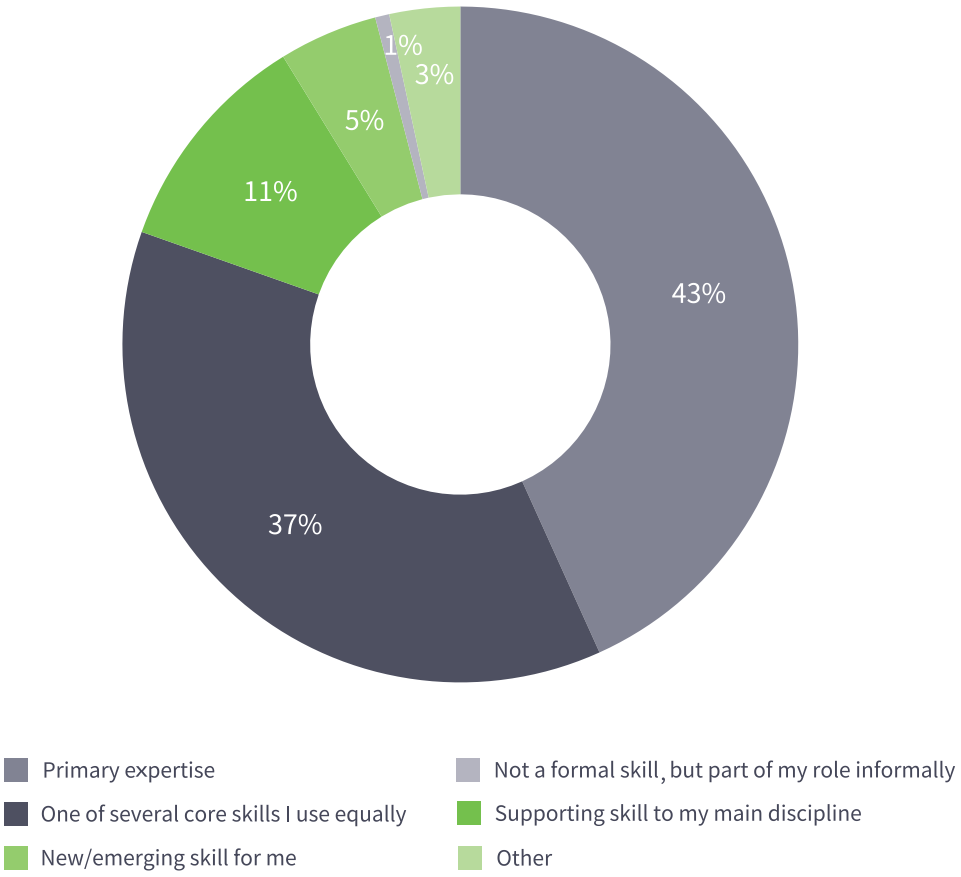


The minimal presence of 'highly advanced' practitioners with less than 10 years' experience suggests that OD expertise requires substantial time investment.

The 'hyphenate' practitioner

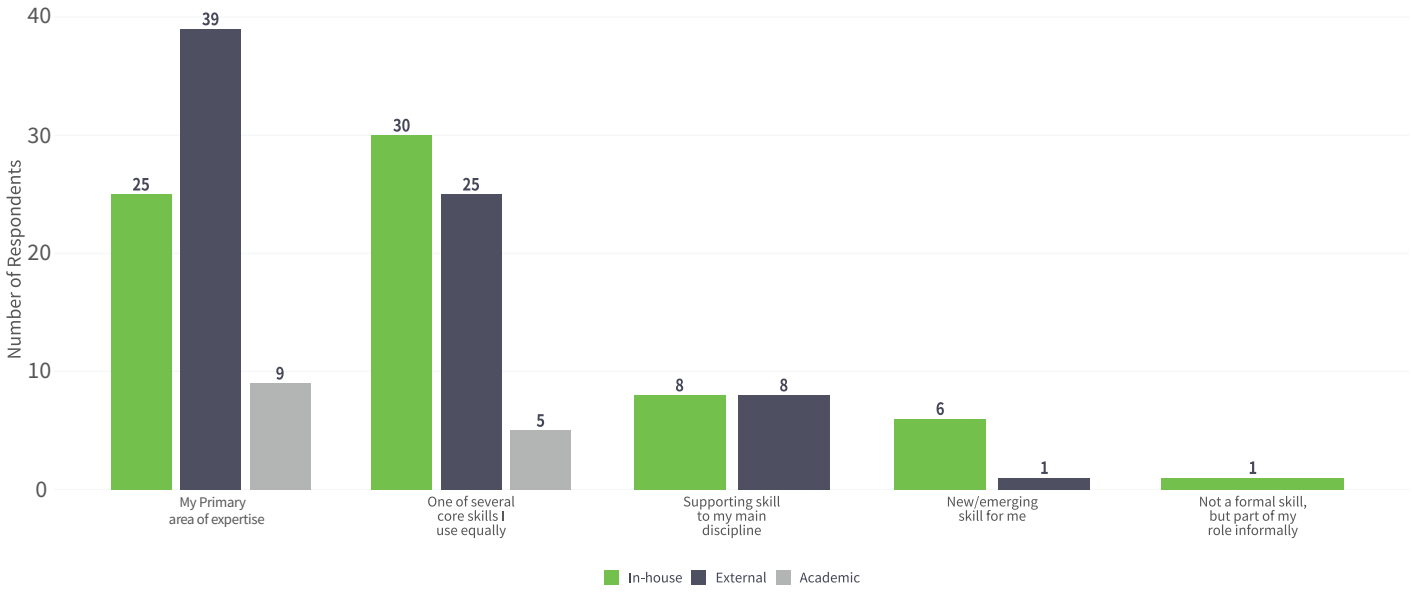
While 80% of respondents considered OD a core skill, only 43% stated it was their primary area of expertise, indicating many practitioners operate as 'hybrid' professionals who combine OD with related disciplines. This phenomenon was supported in the wide range of respondent role titles.

Figure 7: Self-assessed level of OD expertise



Although more external than in-house practitioners claimed OD as their primary area of expertise, and more in-house than external practitioners claimed OD as one of several skills they use equally, the similarities were more notable than the differences. Both groups showed patterns of hybrid practice, implying the hyphenate nature of OD transcends employment models:

Figure 8: Primacy of OD to role



Hybridity raises interesting implications. Beyond questions of professional identity, it likely determines how much time hybrid practitioners can devote to OD, how the discipline and their associated role is understood, and – particularly for in-house practitioners – how visible OD is as a distinct capability inside organizations. It may also represent a significant strength, given the multi-disciplinary skill and knowledge that these practitioners bring to a presenting OD challenge.

2.2 Who is sponsoring and who is leading OD work?

Respondents were separately asked who sponsored their OD projects and who led them. Definitions were provided to help clarify the distinction:

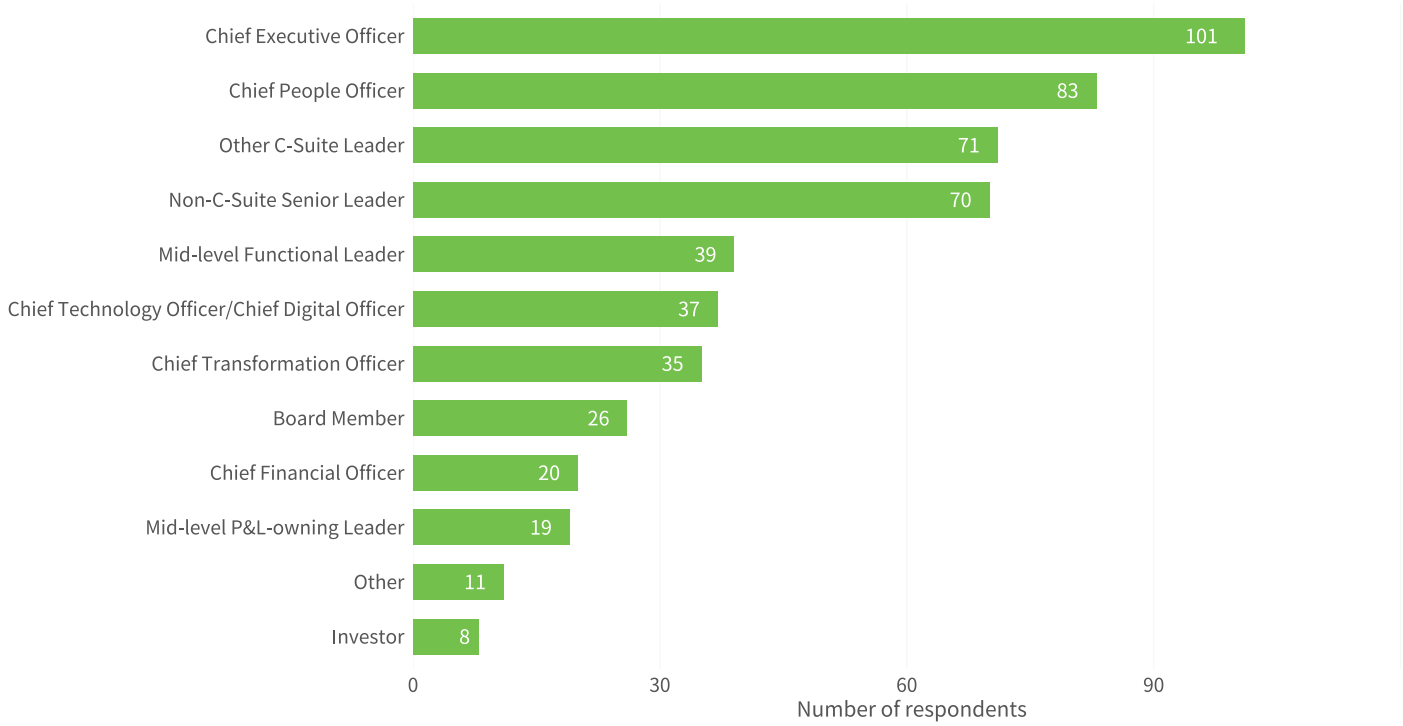
> Sponsor: the accountable leader who commissioned the work, set the parameters, secured resources, and signed off major decisions

> Leader: the person who determined the method, managed the process, and ensured a quality outcome

OD sponsorship

Across the total respondent group, OD work was predominantly sponsored by the Chief Executive Officer (CEO) and the Chief People Officer (CPO):

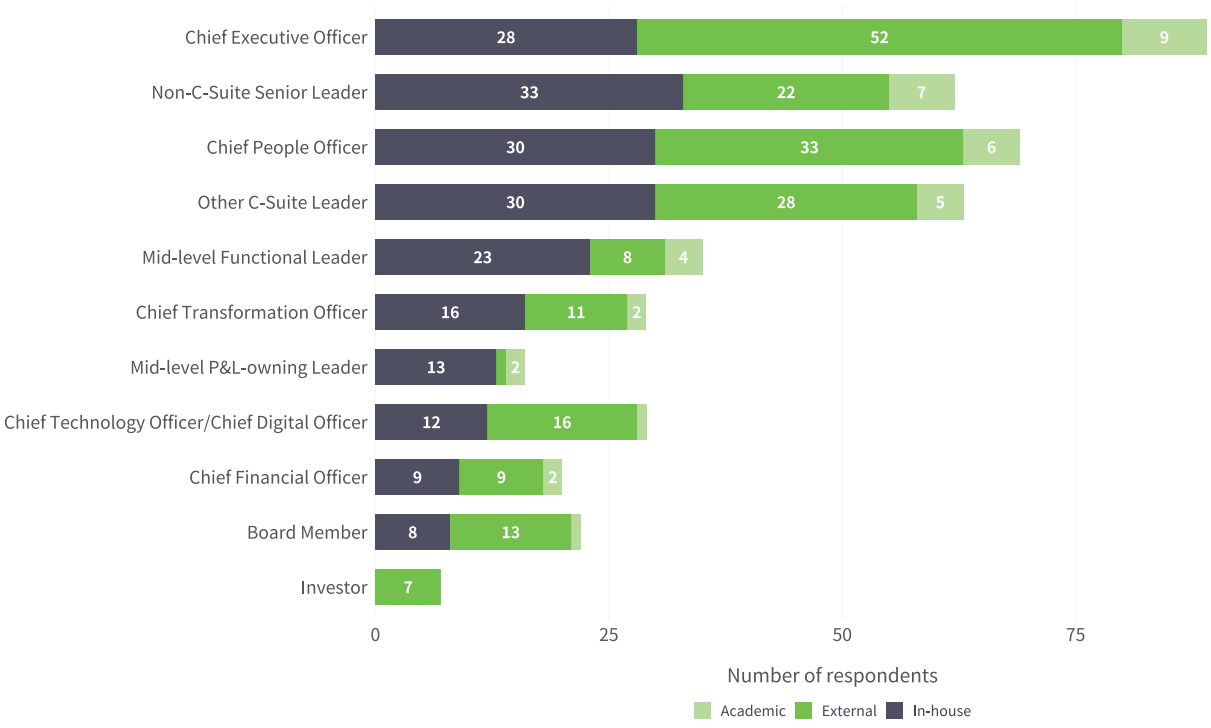
Figure 9: OD project sponsors over past twelve months



Beyond these two, sponsorship was distributed across the C-suite through to a range of senior leadership roles. Investor sponsorship co-occurred most consistently with M&A-related drivers, while Board Member sponsorship co-occurred most often with strategy-shift and operational-improvement drivers, as well as M&A.

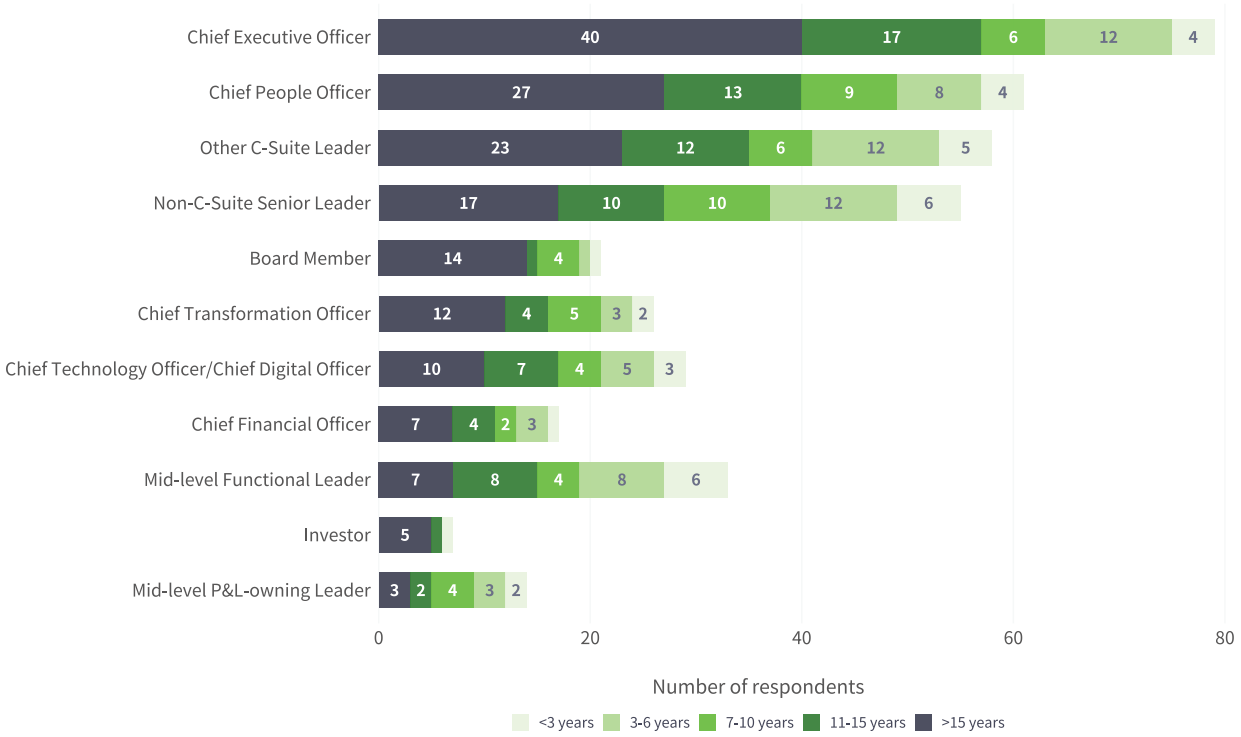
There were very few discernible differences between in-house, external and academic practitioners, who all reported similar sponsorship patterns:

Figure 10: OD project sponsorship by practitioner role



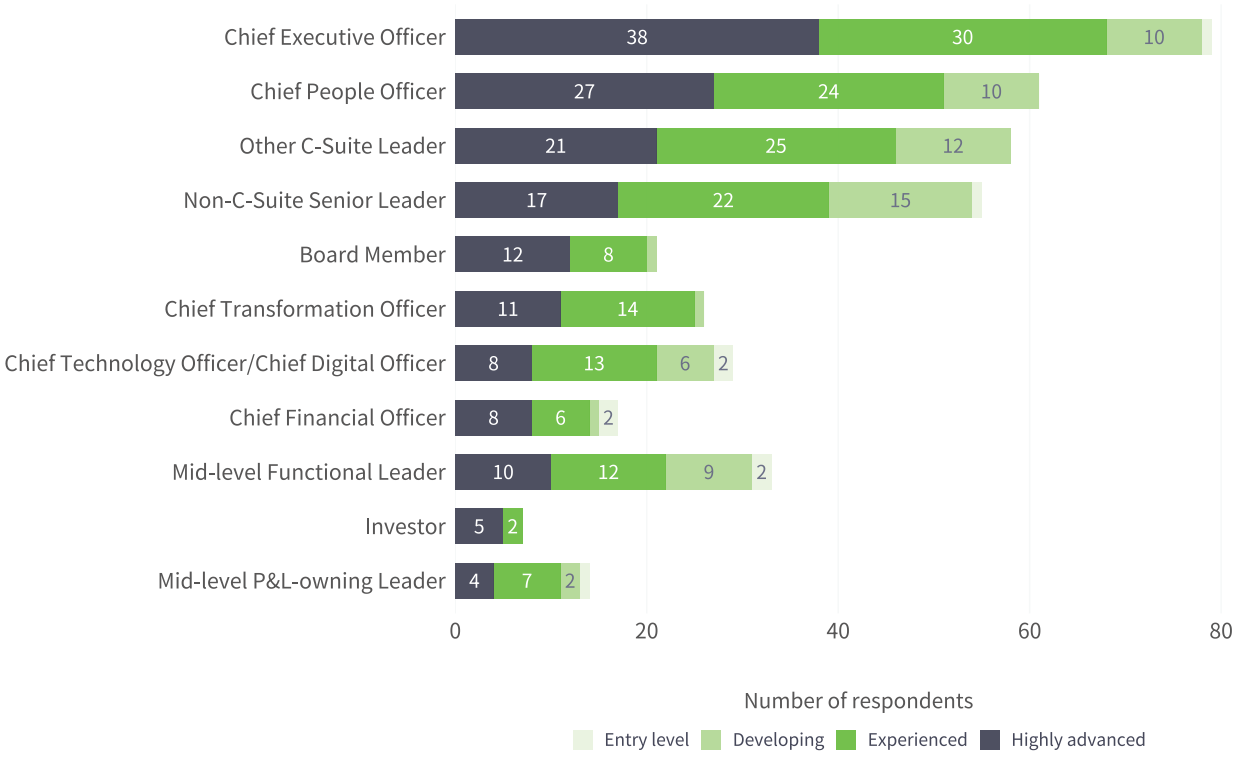
Years of experience formed its own distinct pattern, with very experienced practitioners tending to work on projects sponsored by more senior role-holders:

Figure 11: Project sponsors by practitioner years of practice



Self-assessed OD mastery, on the other hand, made only a marginal difference:

Figure 12: Project sponsors by respondents' experience level



When examined in relation to key drivers of OD work, several sponsorship patterns emerged:

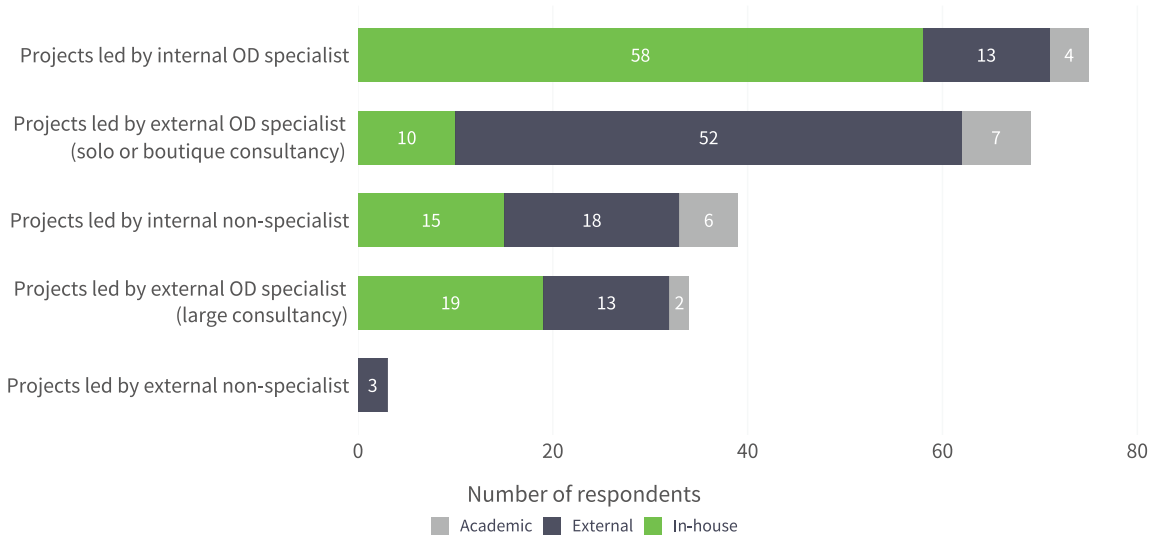
- **CEO omnipresence:** CEO sponsorship remained substantial across all driver types, peaking for strategy-driven work but staying engaged for operational improvements and technology adoption.
- **Chief People Officer consistency:** CPO sponsorship showed remarkable consistency across most drivers, dropping modestly only for technology/AI adoption.
- **Chief Financial Officer absence:** Even for cost reduction projects, where CFO engagement might be expected, CFO sponsorship was very low across all project types and all OD practitioner types.
- **Technology-related patterns:** Technology/AI adoption showed relatively lower CPO sponsorship and higher CTO/CDO and 'other C-suite' sponsorship.

OD project leadership

Regarding the leadership of OD projects, external OD specialists led slightly more OD projects than in-house OD specialists (47% v 34%), however when combined with in-house non-specialists, in-house leadership reached 70.8% of all OD projects.

The following chart shows who led OD projects over the past twelve months as reported by in-house, external and academic respondents:

Figure 13: Project leadership by practitioner type



As might be expected, in-house practitioners more frequently reported in-house leadership. External practitioners more frequently reported external project leadership by solo or boutique consultancies, but it was more balanced for projects led by large external OD consultancies. Academic practitioners worked on an equal balance of internally and externally led projects.

There was, however, notable crossover: 35% of in-house practitioners worked on externally led projects, and 37% of external practitioners worked on internally led projects. In fact, these collaborative projects were common: over one third of all respondents reported having worked with their in-house or external counterparts on an OD project over the past twelve months.

Just over 25% of respondents reported that at least one OD project they worked on in the past twelve months was led by a non-specialist (predominantly internal to the organization), which seems noteworthy given this was a survey of OD practitioners.

The following heatmap shows which leader categories tend to be present in the same respondents' reported experience when a specific driver is selected. For example: when the strategy driver was selected, 33.3% of those respondents also selected Internal OD specialist as the project leadership category, 17.5% also chose Internal non-specialist and so on, with the row adding up to 100%.

Figure 14: Co-occurrence of OD drivers and OD project leadership

Although external OD-specialist leadership was often prominent and in some drivers was the majority, internal leadership (combining specialist and non-specialist) was the majority in more drivers overall.

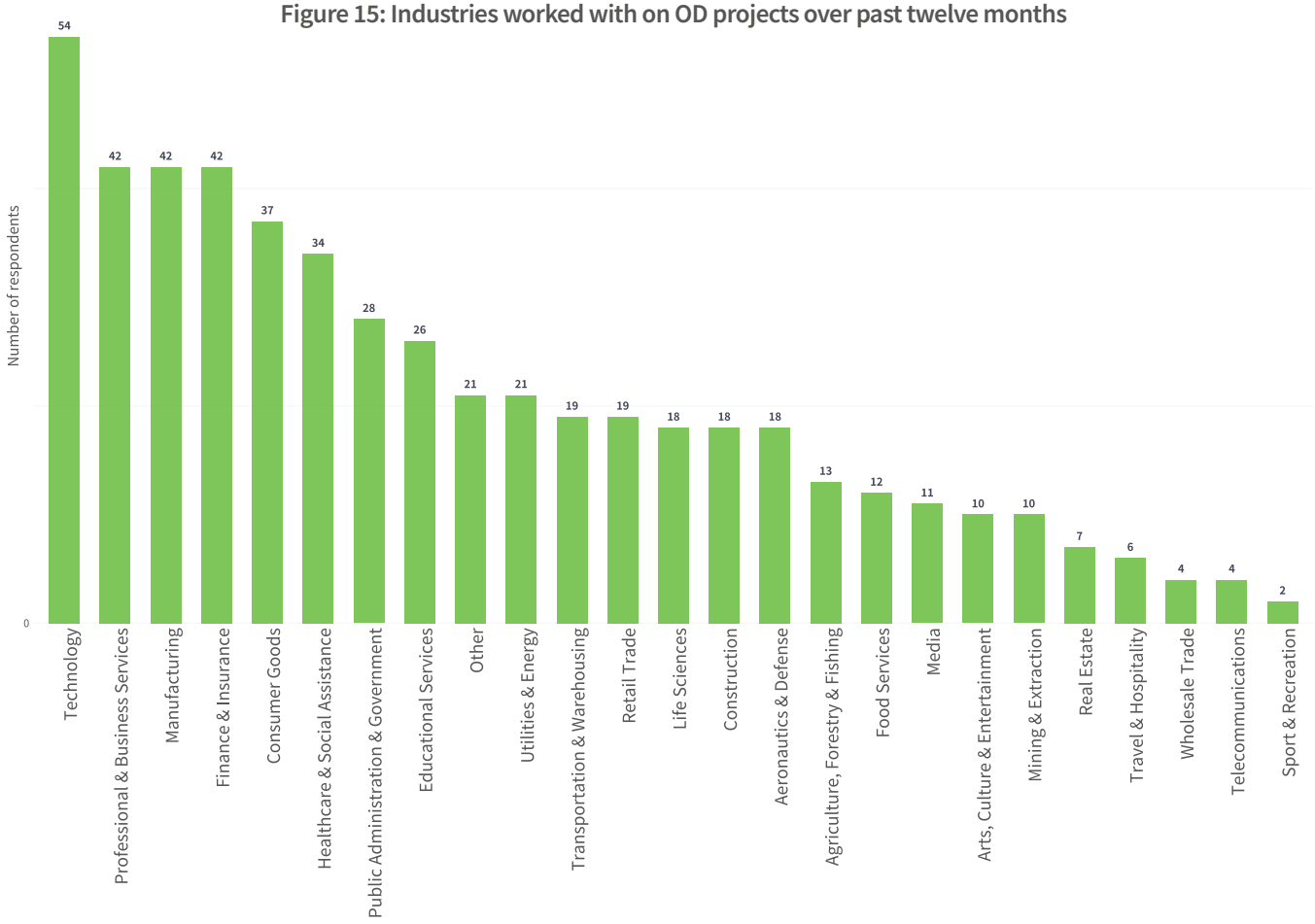
2.3 Where is OD work occurring?

Sectors and industries

Over the previous twelve months, three-quarters of respondents had worked on OD projects in the for-profit sector, 23% in the government sector, and 21% in the non-government, not-for-profit or charitable sectors. Over 80% of respondents had worked in only one of these sectors during the past twelve months.

OD work was spread across a wide array of industries, suggesting OD principles and methods transfer readily across industrial contexts:

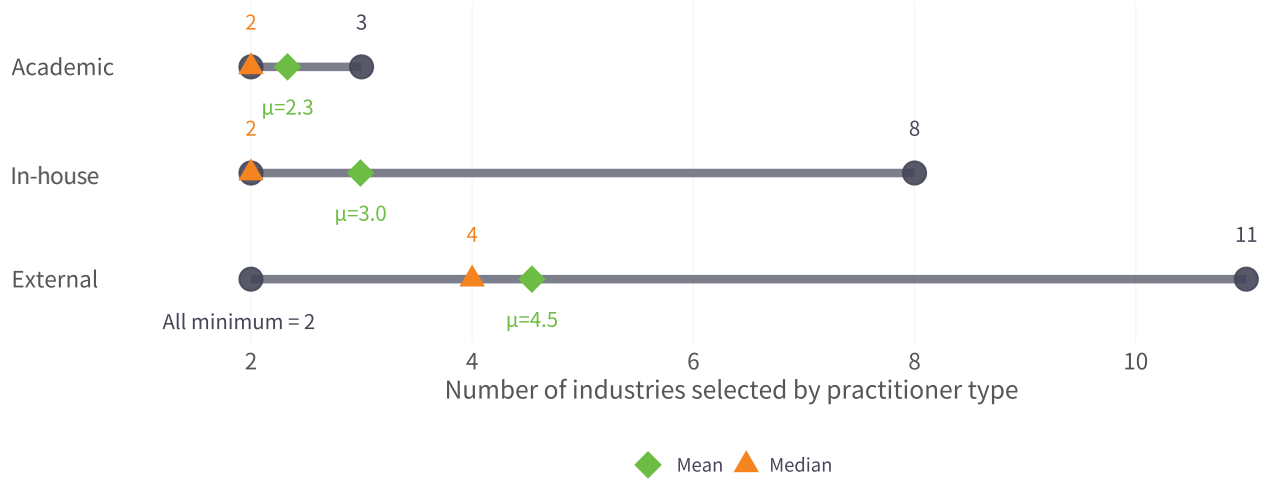
Figure 15: Industries worked with on OD projects over past twelve months



Of the top ten selected industries, most are knowledge and service-oriented (technology, finance, professional services, healthcare, education), with manufacturing a notable exception.

On average, in-house practitioners selected just under three industries (with a minimum of two and a long tail of up to eight selected industries) compared to an external practitioner average of four and a half, and an academic of just over two.

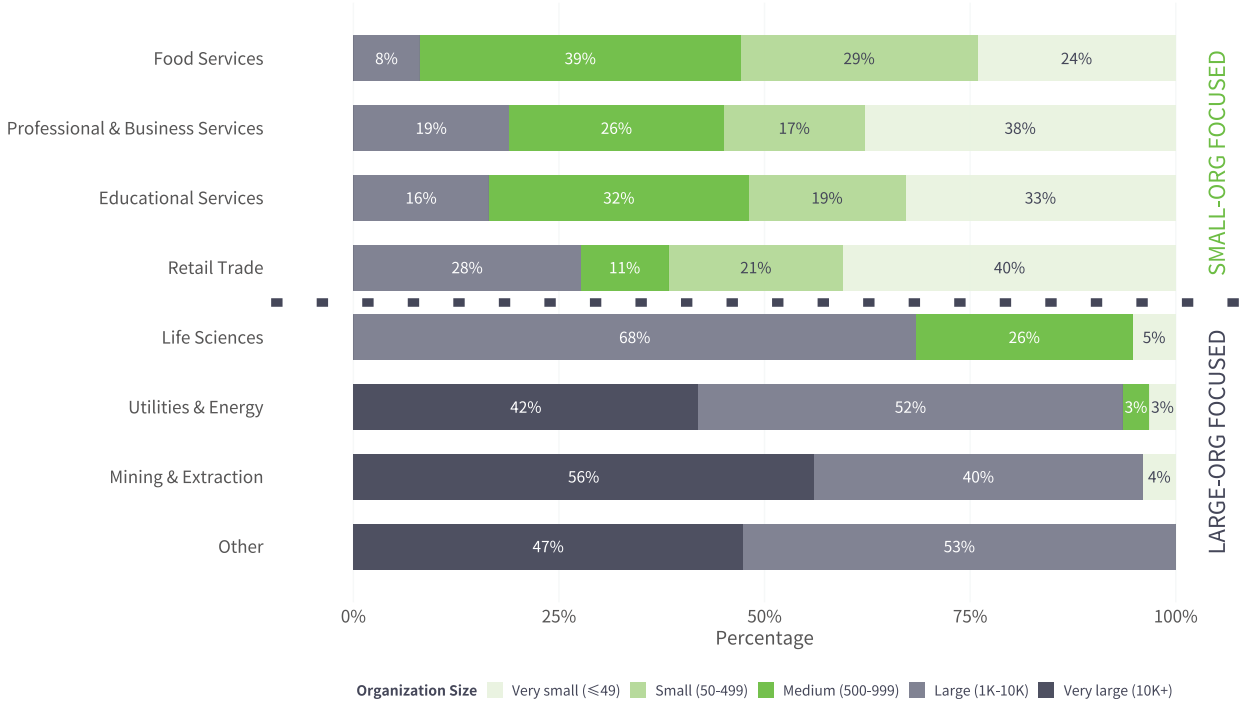
Figure 16: Number of industries worked with on OD projects over past twelve months



The in-house results are curious and could suggest that a sizable proportion of these roles are embedded in diversified organizations that span multiple industries, or in businesses operating at the convergence of multiple industries. Or it could simply be that the question was misinterpreted.

Organization size was categorised as very large (>10,000 employees), large (1,000-9,999), medium (500-999), small (50-499), and very small (<49). Overall, OD work was more likely to occur in large and very large organizations than in small ones, though there was still a substantial amount of activity in medium and small organizations. The following diagram illustrates this variation by industry. Excluding industries with fewer than ten respondents, the top four bars show the industries with the greatest concentration of small and very small organizations, and the bottom four bars show the industries with the greatest concentration of large and very large organizations.

Figure 17: Most common industries by organization size

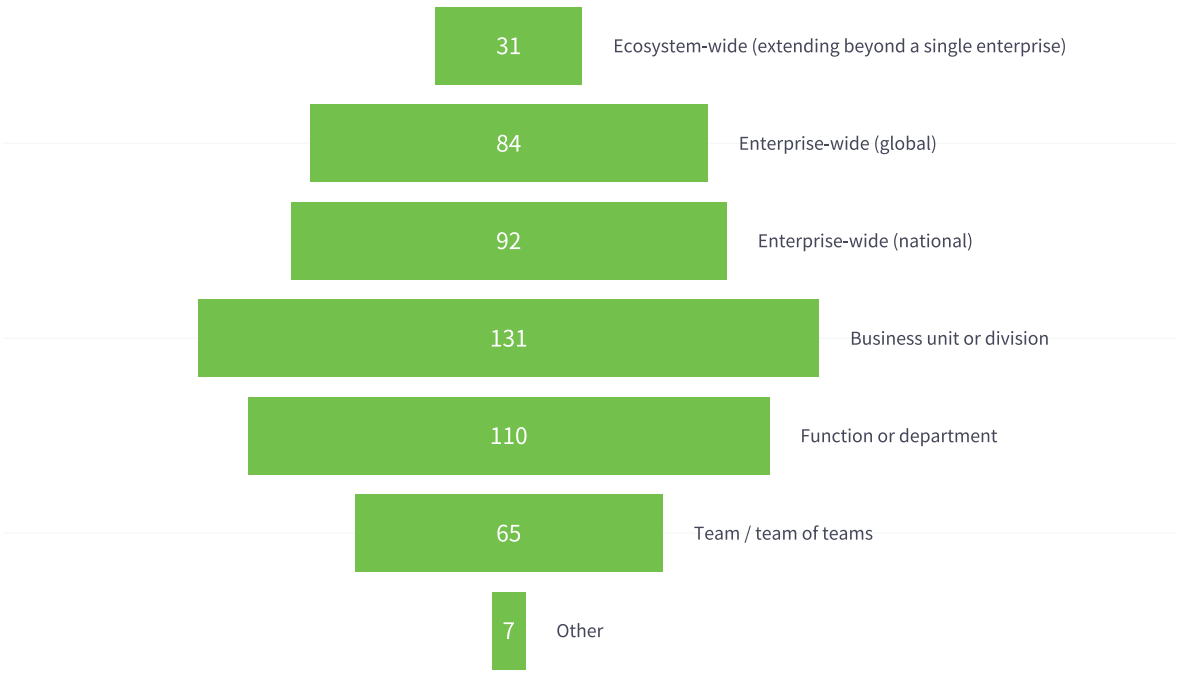


Technology and Healthcare stood out as showing a balanced distribution across size categories.

Scope of OD work

Respondents were asked about the scope of their OD projects over the past twelve months. Results spanned the full spectrum, from ecosystem-wide through to team-level work, however most projects were focused on enterprise through to department level:

Figure 18: Scope of respondents' OD work over past twelve months

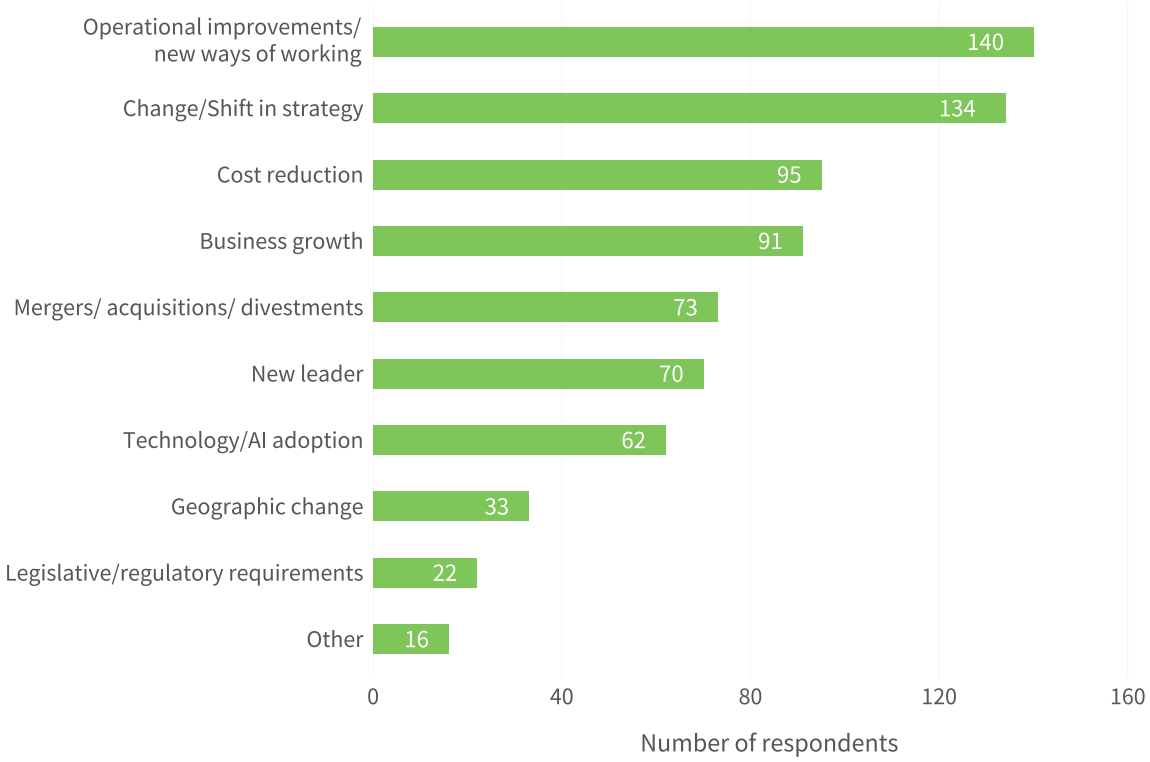


Projects in larger organizations were more likely to be enterprise-level in scope, while projects in very small organizations focused more on functional and team-level redesign.

2.4 What are the drivers of OD?

Operational improvements and strategic change were the leading drivers of OD work:

Figure 19: Primary drivers of OD over past twelve months

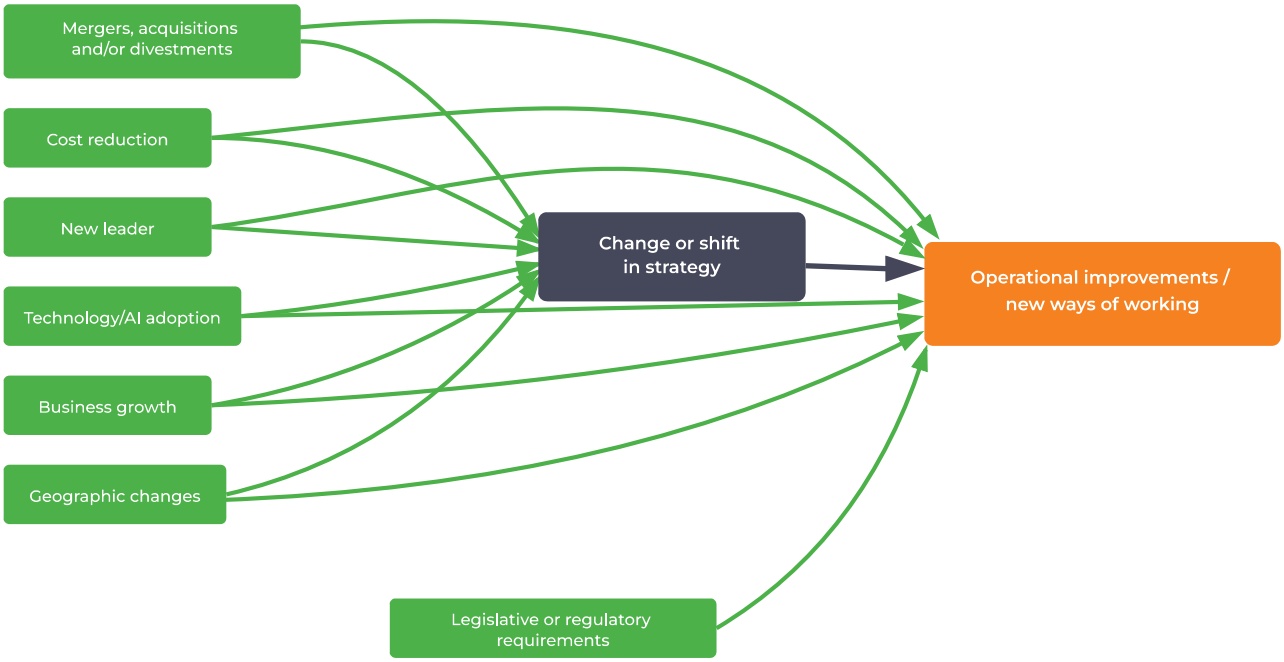


Cost reduction and business growth were also important. The low incidence of Technology/AI adoption as a driver of OD (selected by just over 8% of respondents) is surprising given the substantial contemporary discourse and activity relating to this field.

When grouping these detailed industries into broader industry clusters (Financial & Business Services; Industrial & Manufacturing; Consumer & Retail etc), a similar pattern emerged. In all clusters, the main triggers are shifts in strategy and changes to ways of working, with growth, cost pressures and M&A also featuring. Knowledge and business-services clusters lean slightly more toward operational and technology-related drivers, but the differences are more subtle than stark.

This network diagram shows how the most common drivers of OD projects tend to be selected together, highlighting the two central hubs: (i) operational improvements / new ways of working and (ii) change or shift in strategy. Directed connections indicate that when one driver is selected, the connected hub is also frequently selected, revealing the strongest co-occurring 'bundles' of drivers:

Figure 20: Most common drivers of OD project



The main drivers of OD work tended to appear in clusters rather than in isolation. 'Operational improvement ' was the gravitational center of the driver network: when that was selected, a large proportion of respondents also selected change in strategy (72.1%), cost reduction (51.4%) and business growth (48.6%). Similarly, when 'change in strategy' was selected, a large proportion of respondents also selected operational improvement (75.4%), cost reduction (48.5%) and business growth (48.5%).

These findings may not be surprising given 'strategic change' is a broad umbrella term that could encompass other driver categories. Nonetheless, the data suggests that OD is typically commissioned in response to a bundle of interrelated pressures rather than a single, standalone driver, attesting to the systemic nature of the discipline.

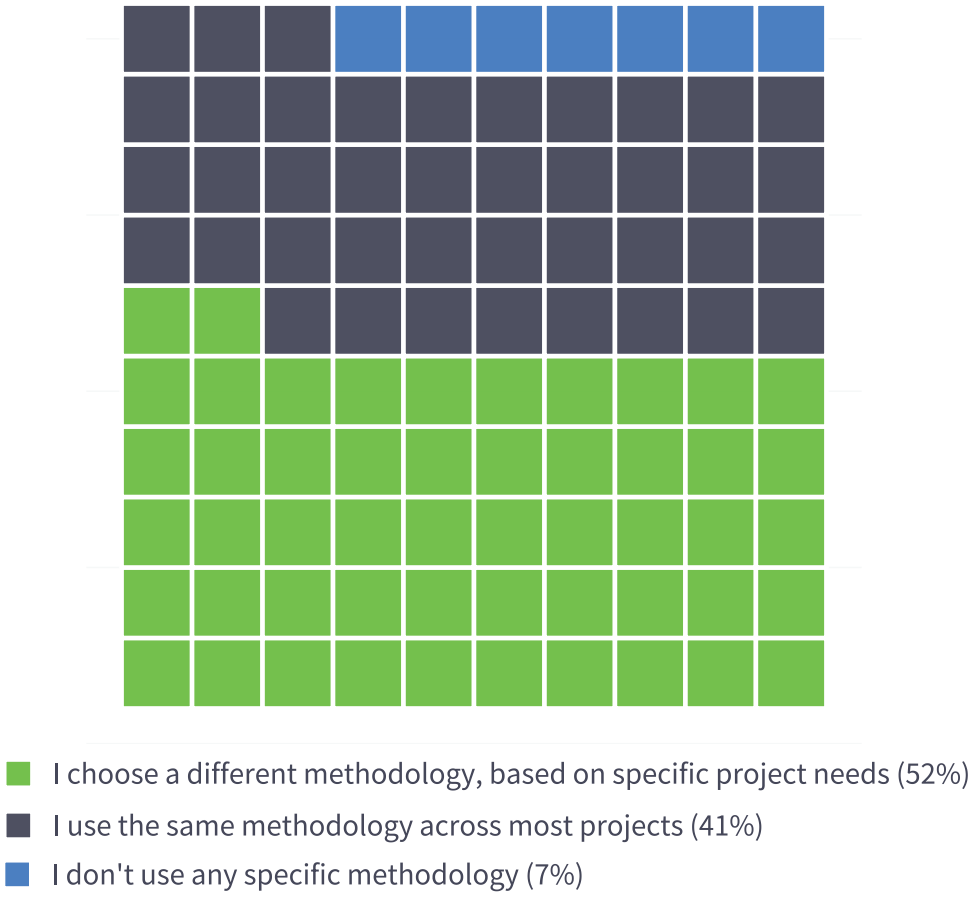
Broadly similar driver patterns existed for the two largest respondent regions: (i) North America (USA & Canada) and (ii) Europe and the United Kingdom. Both regions shared strategy change and operational improvement as core drivers. Europe and the United Kingdom leaned more toward business growth and to a degree M&A, while North America leaned more toward cost reduction, leadership changes, tech/AI, and regulatory requirements. The differences, however, were very small.

2.5 How is OD practiced?

Use of a methodology

Methodology certainly featured in OD, however respondents were split on their approach:

Figure 21: Methodology usage (all respondents)



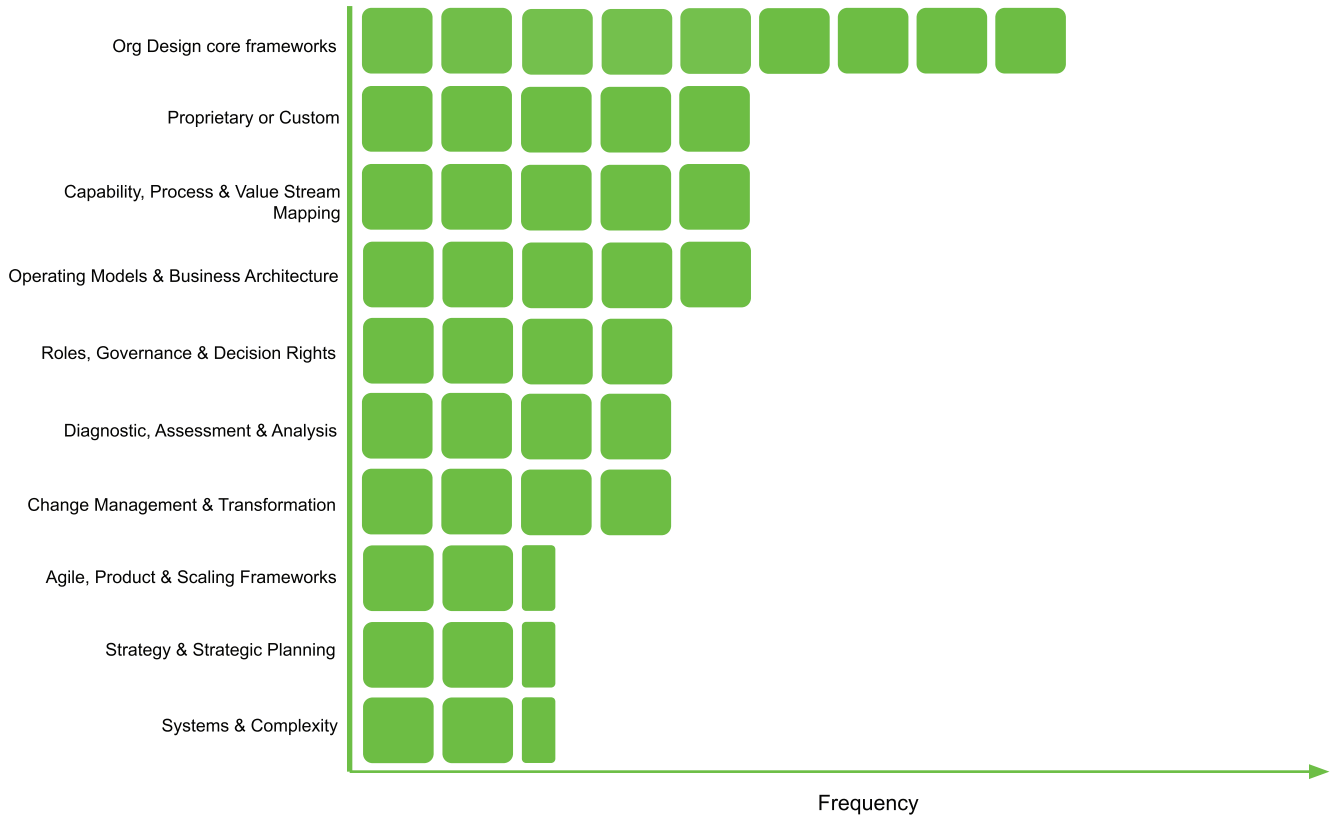
Most said they either used a consistent methodology across projects or chose different methodologies based on project needs. Only a small minority of respondents reported not using any specific methodology in their OD projects. The pattern was broadly similar across role type, organization size, and scope of work.

Methodological approaches did vary with experience and in relation to the centrality of OD to the practitioner's role. Newer practitioners and those for whom OD was a more peripheral or emerging skill were more likely to say they either use a single, familiar methodology across projects or have no specific methodology at all. As years of practice and skill mastery increased, the share reporting 'no specific methodology' fell sharply, and respondents were more likely to describe choosing between different methodologies depending on project needs. Across all dimensions, however, there was always a meaningful minority who relied on a single preferred method rather than switching methodologies from project to project.

Recently used models and tools

Respondents were asked to list up to five models or tools used in their most recent OD project. Every respondent to this question listed at least one model or tool, gradually reducing to just over a quarter listing five. The average number listed was 3.2, suggesting practitioners typically rely on a small number of trusted models.

Figure 22: Methods and tools



- **Organization Design Core Frameworks,** including Galbraith' s star model and equivalents, Kates-Kesler 5 Milestone, McKinsey 7S
- **Proprietary or Custom Frameworks,** including methods developed by consulting practices, in-house custom frameworks, hybrid models combining other frameworks
- **Capability Mapping, Process Mapping, Value Stream Mapping,** including methods used to understand workflows, capabilities, roles, people

- **Operating Models & Business Architecture,** including operating model frameworks, operating model analysis, target operating model development, business model canvasses, capability-led business architecture
- **Roles, Governance & Decision Rights,** including role definitions profiles, RACI and equivalents, design criteria and principles, governance models, decision rights
- **Diagnosis, Assessment & Analysis,** including org diagnostics, stakeholder mapping, culture and behavior assessments, leadership interviews
- **Change Management & Transformation,** including general change management, specifically ADKAR, Prosci or Kotter
- **Agile, Product & Scaling Frameworks,** including agile principles, product operating model, dynamic team models, dynamic work design
- **Strategy & Strategic Planning,** including strategy development, strategic workforce planning, north star framework, McKinsey 3-horizons, SWOT analysis
- **Systems & Complexity,** including systems thinking, socio-technical systems (STS) design, Cynefin framework

Respondents mostly spoke of methods and frameworks, with only 1 in 10 responses mentioning digital tools, however digital tools featured highly when asked about future skill requirements.

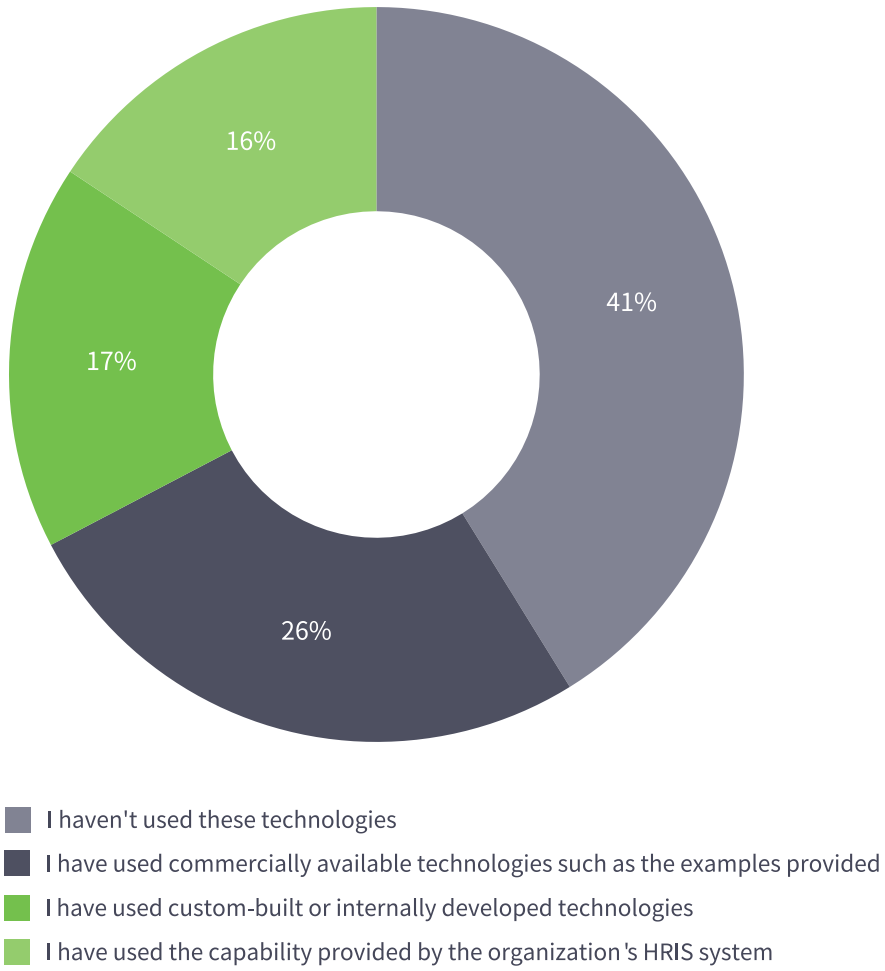
Most respondents relied on classic or customized OD frameworks and a mix of mapping, analysis and assessment methods. Of note was the predominance of Galbraith's star model and its variants, which was mentioned by 55% of all respondents to this question, making it the most widely referenced framework. Newer approaches did appear, but they were comparatively sporadic and were more evident in technology-enabled tools than in widely adopted OD frameworks.

Overall, the data suggest that practitioners continue to favor adaptations of long-established models over fundamentally new approaches to OD. The longevity of these models speaks to their proven value, yet the more significant insight lies in the growing disconnect between a rapidly changing organizational landscape and the relatively static set of dominant frameworks. Despite profound shifts in technology, structure, and workforce dynamics, few recently developed models have achieved comparable uptake. Taken together, these findings point to a misalignment between prevailing OD frameworks and the realities they are meant to address.

Use of OD technologies

Respondents were asked whether they had used specific OD tools that provide capability for data visualization or organization modeling scenarios. Most (59%) reported having used them in some form:

Figure 23: Use of OD-specific technologies



Although a large proportion had used these specialized OD tools, frequency of usage told a very different story. Regular adoption dropped to much lower levels, with only 29% having used them regularly or extensively, and 31% having experimented but not adopted.

Among users of these tools, commercially available products showed the highest adoption (26% of all respondents, rising to 67% for those using the tools extensively).

Custom-built solutions were more common in very large organizations (22.9% vs 9.5% in smaller orgs), perhaps because organizational size makes investment in bespoke tools more feasible. Use of HRIS capabilities also skewed toward larger organizations. Commercial products showed a more even distribution across organizational sizes, supporting their value proposition for diverse clients.

External practitioners showed higher use of commercial products (30.3% vs 22.2% for internals) and in-house practitioners showed higher use of HRIS capabilities (25% v 8% for externals), consistent with their access to organizational systems.

The specific technology tools mentioned by respondents can be clustered into five sub-categories:

- **OD specific tools:** mainly OrgVue, JustOrgDesign, AgentNoon, and OD capabilities provided as part of Human Capital Management (HCM) platforms like Workday or SuccessFactors
- **Office tools:** Microsoft Excel and Powerpoint
- **Charting tools:** Miro, LucidChart, Visio, ChartHop
- **Data analysis:** PowerBI, Tableau
- **AI tools:** OpenAI ChatGPT, Anthropic Claude

For those who had not yet used the OD technologies, the most common reasons were lack of awareness or access to the tools, lack of access to the data they require, cost and complexity concerns, and simply not having the opportunity or organizational backing. Additional written comments provided more nuance, with several respondents saying these tools were too focused on structure or workforce planning to be useful for their more strategic work. Others worried about locking into a single vendor or model, or potential misuse of the technology by "being in the wrong hands". A few noted costs as a barrier to entry for boutique consultancies.

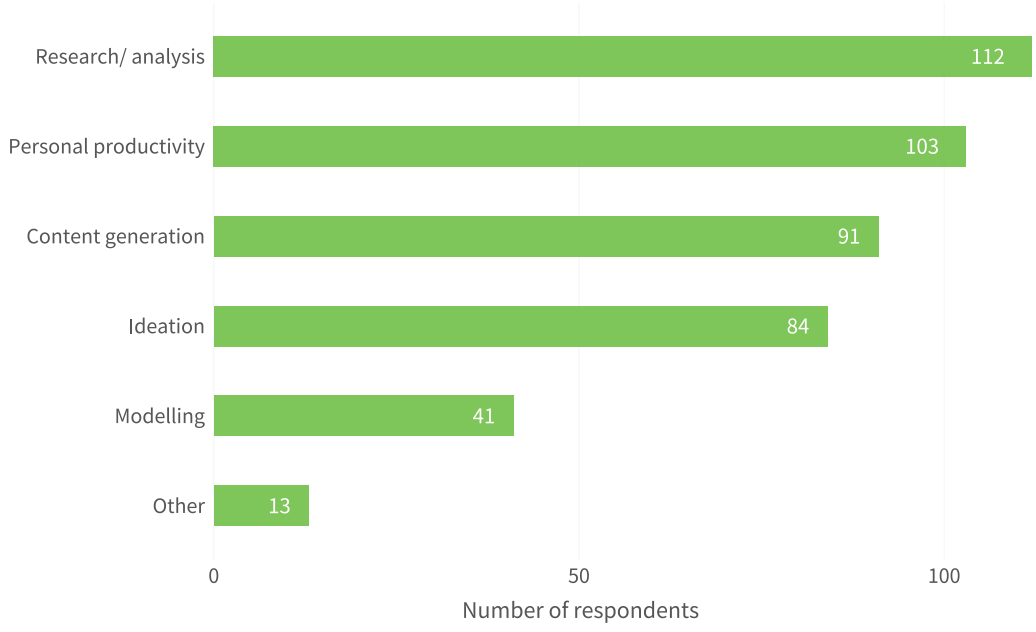
The quantitative and qualitative responses show that, overall, non-users were not rejecting the idea of the technologies outright; rather they were identifying obstacles relating to their adoption.

Contrary to assumptions about early career practitioners being more tech-savvy, the data showed no clear generational technology divide. In fact, practitioners with eleven or more years of experience were more likely to have adopted and regularly used OD technologies than those earlier in their careers, whereas newer practitioners remained more concentrated in the 'never used' and 'only experimented' categories.

Adoption of AI in day-to-day OD work

OD practitioners were using AI in their day-to-day work in a range of ways, most commonly conducting research or synthesizing analysis and enhancing personal productivity. These are primarily augmentative uses, supporting human judgment rather than replacing it.

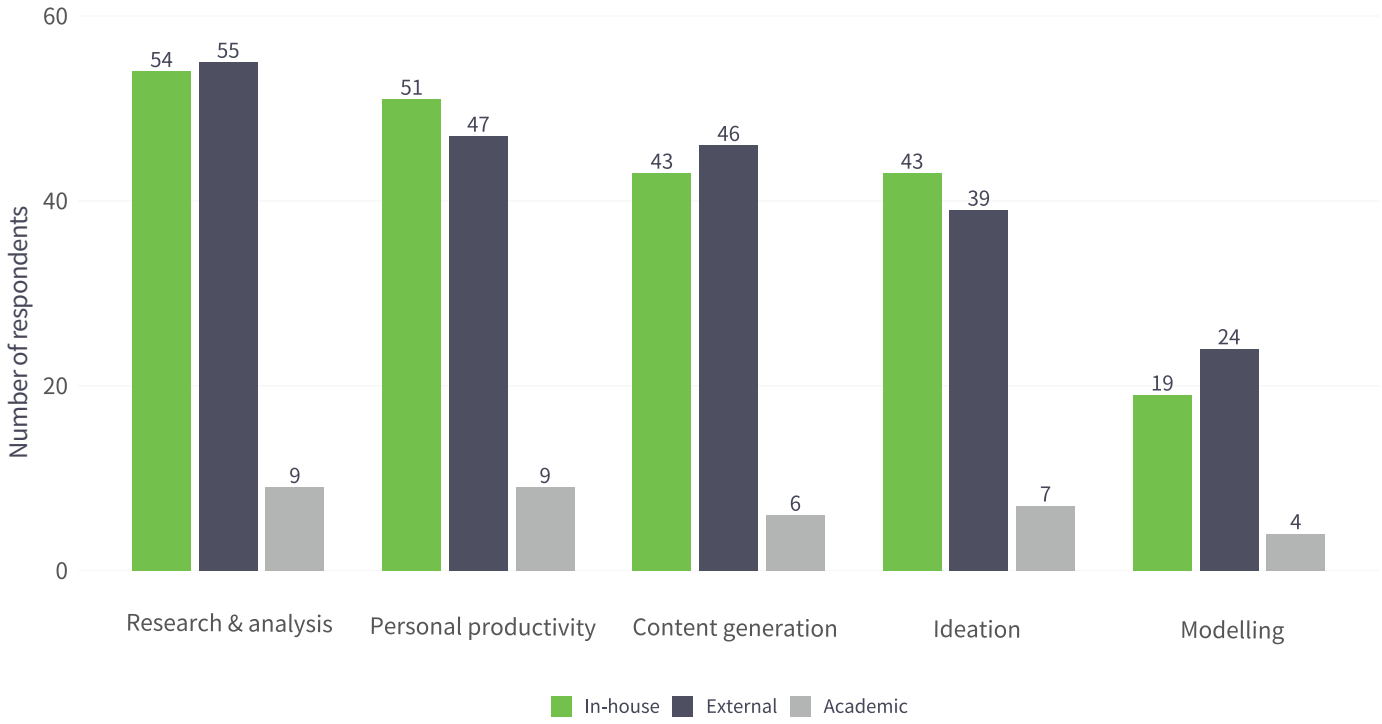
Figure 24: Usage of AI in OD practice



Substantial numbers also reported using AI for content generation and ideation, indicating that practitioners are increasingly comfortable engaging AI in generative and creative aspects of their work. This pattern suggests AI is beginning to function as both a productivity tool and a thinking partner.

By contrast, only 28% of respondents reported using AI for building or testing organizational models, despite AI's strong computational capabilities. The findings revealed a clear practice gap between the current usage of AI and its potential value for core OD modeling and scenario-testing activities.

Figure 25: Use of AI by practitioner type



The pattern of AI adoption was equally strong across experience bands, and across in-house, external and academic roles (only one respondent – an academic role-holder – ticked all five usage descriptions, whereas no other respondents ticked all).

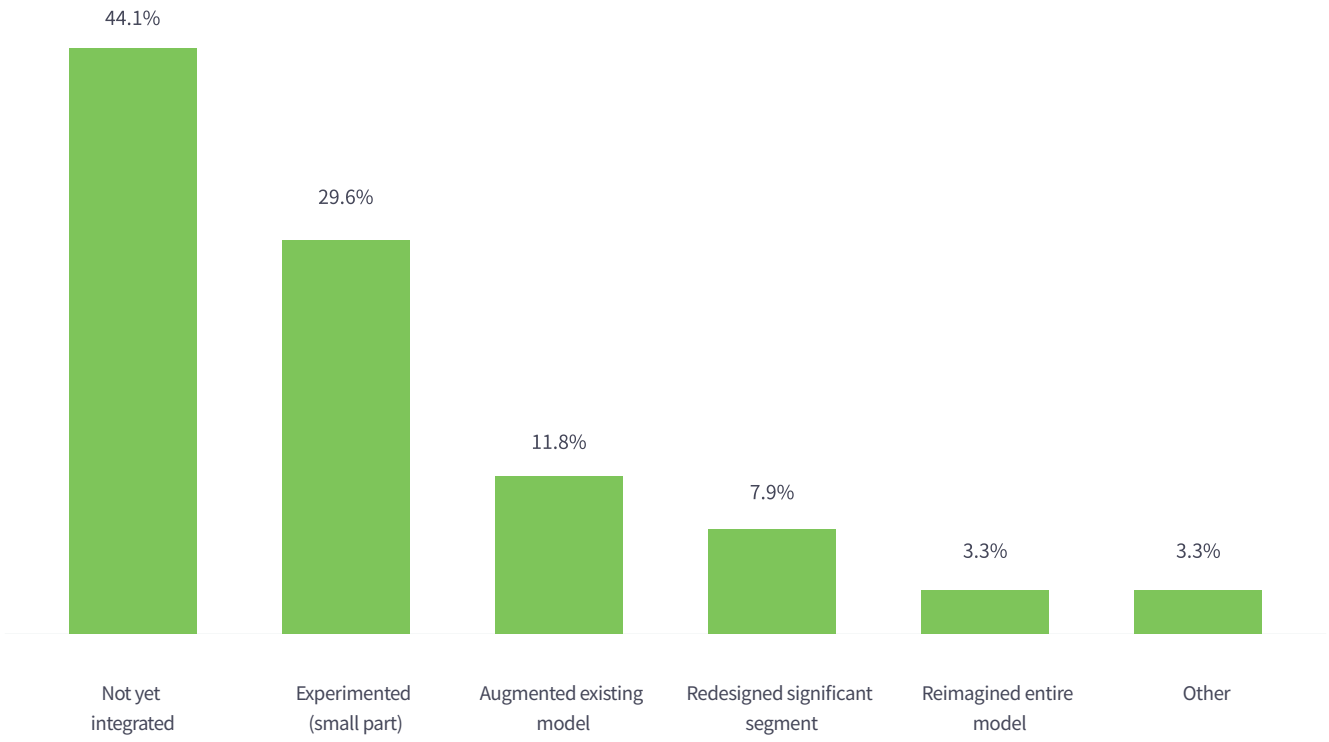
The counter-generational pattern that was evident with specific OD technologies largely disappeared for AI use in day-to-day OD practice: AI tools are used by almost everyone, regardless of experience.

It would be expected that these usage patterns will increase rapidly in coming years, as AI becomes more ubiquitous and technologies' capabilities improve.

AI integration into operating model design

When it comes to integrating AI directly into operating model designs, the results were more tentative:

Figure 26: AI integration into operating model designs



More experienced practitioners were slightly more likely to have moved beyond theory into practical experimentation and redesign than those earlier in their OD careers. While most respondents had used AI in their own work, integration of AI into operating model design lagged substantially, with 44% reporting no integration and just 23% moving beyond experimentation. Only three percent of respondents had reimagined entire operating models around AI.

Size of organization did not substantially alter this pattern. Regarding sector, for-profit work was somewhat more advanced on AI integration (more experimentation, augmentation, and partial redesign) compared with those who hadn't worked in that sector. Government and non-profit sectors showed very similar overall shapes to the rest of the sample; differences were small and mostly in degree, not kind. Across all sectors, the prevailing experience was still experimental at best.

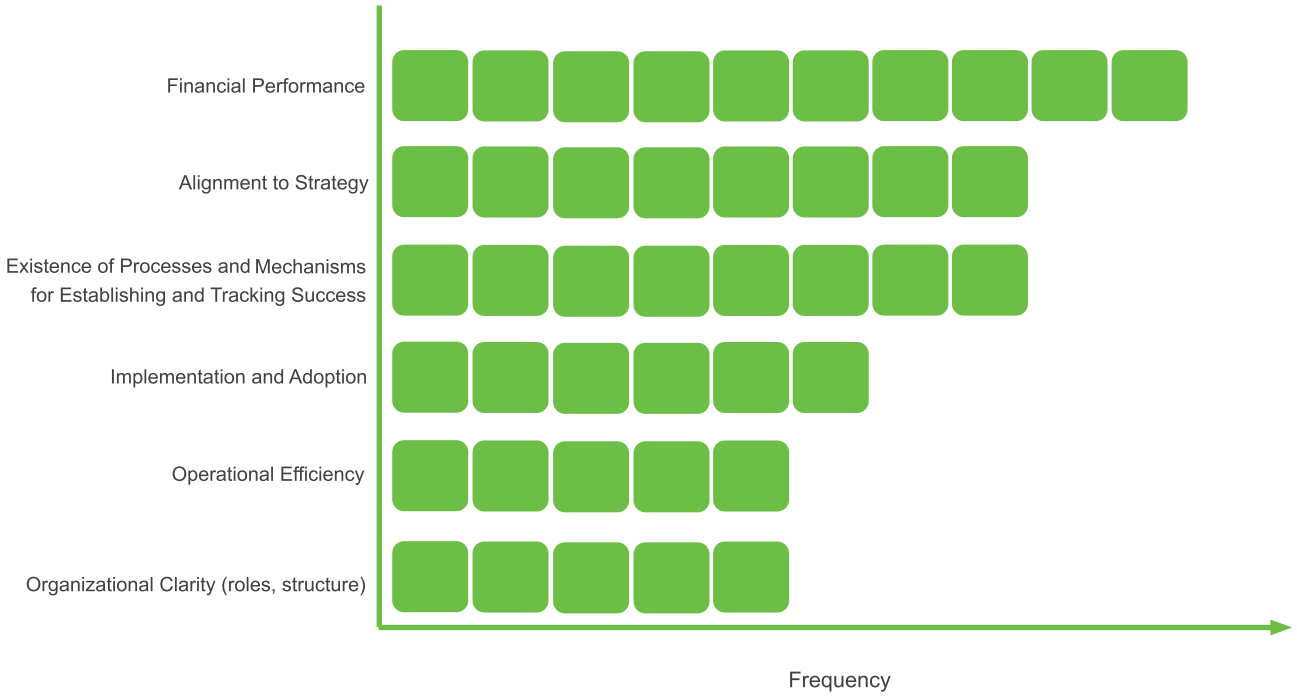
Patterns of OD tool adoption, AI adoption in day-to-day OD work, and AI integration in operating model designs were all broadly similar across North American and European respondents. As with the previous section, adoption of AI in operating models and organization designs will likely accelerate over time.

2.6 How is the impact of OD understood and reconciled?

Indicators of success

Respondents were asked to specify the main indicators of success (formal or informal) for their OD projects. Responses fell into five broad indicator categories:

Figure 27: Indicators of success



- **Financial Performance,** including meeting specific targets relating to cost reduction, margin improvement, revenue growth, or return on investment.
- **Alignment to Strategy,** including client stakeholders and business unit leaders indicating they were better set up to execute on strategic goals.
- **Implementation and Adoption,** including implementation progress tracking, change and communications effectiveness, adoption of new ways of working, and adherence to time and budget envelopes.
- **Operational Efficiency,** including improved decision-making processes, improved cross-team workflows, faster delivery, better adherence to service level agreements (SLAs), process simplification and removal of bottlenecks.
- **Organizational Clarity,** including role clarity, structure improvements (to span/layer, complexity, and stability metrics), and implementation of a new operating model.
- **Existence of Processes and Mechanisms for Establishing and Tracking Success,** rather than listing success indicators they had used, these respondents spoke in a more generalized fashion of the existence of success indicators, including stakeholder satisfaction surveys, feedback loops, organizational health metric montioring, and other forms of post implementation review.

A few additional, but still meaningful, indicators emerged relating to employee engagement and customer satisfaction.

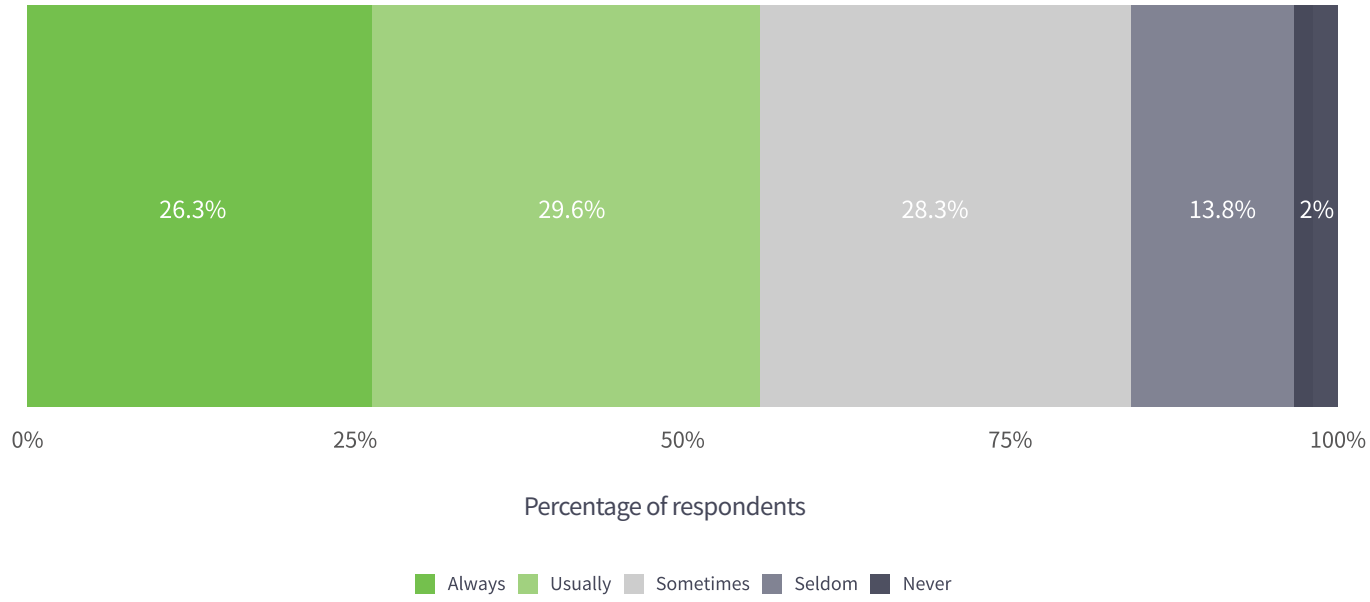
There was a meaningful difference in qualitative themes between in-house and external practitioners. Externals tended to frame success through client outcomes/feedback (client satisfaction, outcome delivery and measurement, adoption and implementation), while in-house practitioners were more inclined to frame success through internal organizational health and design mechanics (leadership/management structure, spans/layers, clarity, stakeholders, strategy alignment).

In a similar vein, advanced and experienced practitioners tended to describe success more in system-level terms such as strategy/alignment, org health/effectiveness, roles and responsibilities, and adoption/implementation, whereas earlier-career and entry or developing-level practitioners more often referenced execution enablers like communication, decision-making clarity, and day-to-day operational impacts. This could, however, simply reflect the type and level of work that early-career practitioners are typically undertaking.

Reconciling impact

Fifty-six percent of all respondents stated they always or usually reconcile the intended impact of their OD work with the actual impact:

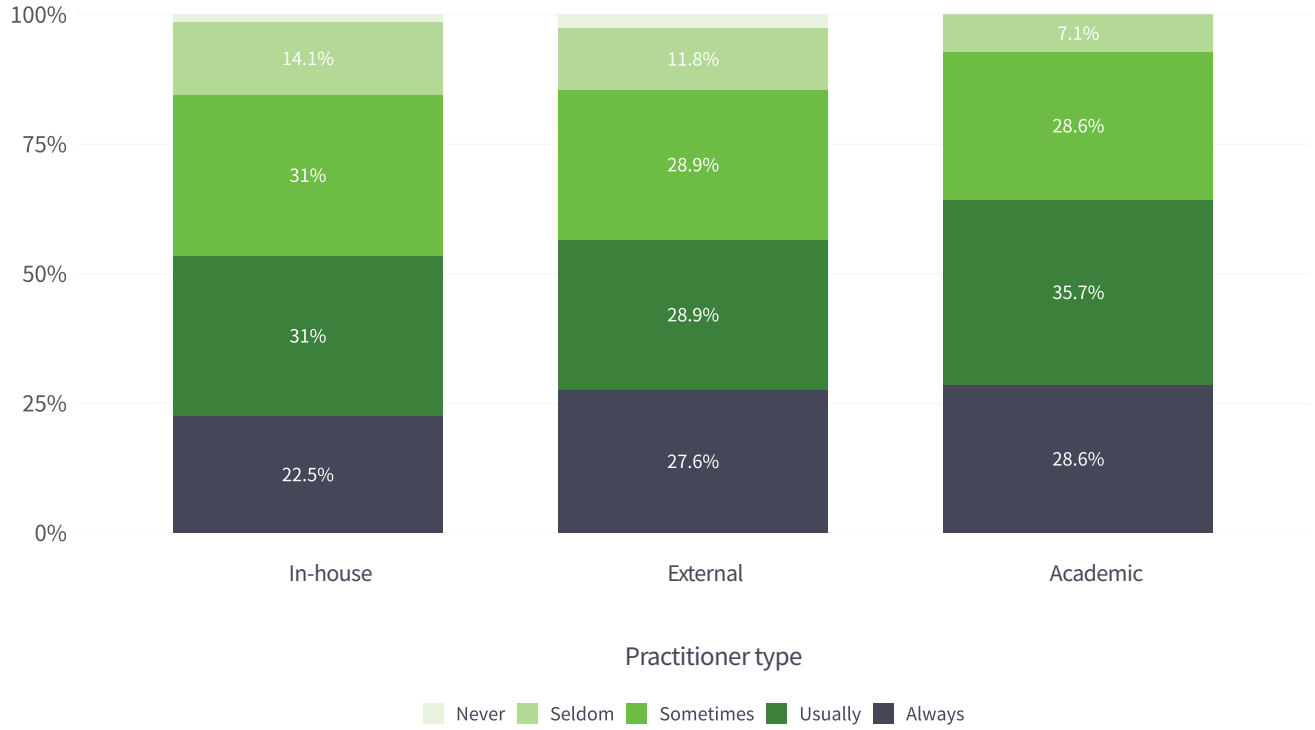
Figure 28: Frequency of reconciling intended versus actual OD impact



Although 44% of respondents review the impact of their OD only sometimes, seldom or never, there may be legitimate reasons for this. Low client interest, not having access to the organization after completion of the work, or difficulties isolating OD impact from other organizational changes can all thwart attempts at impact analysis.

In-house, external and academic practitioners all showed similar impact reconciliation behaviors, and years of experience did little to alter the prevailing pattern.

Figure 29: Impact reconciliation by role type



Differences did occur in relation to the centrality of OD to a practitioner's skillset. Practitioners who reported OD as their core skill were more likely to report always or usually reconciling impact; whereas those for whom OD was a new or emergent role were more likely to reconcile OD impact sometimes, seldom or never.

Impact reconciliation was present across all sectors, with these specific characteristics:

- Non-profit sector was associated with a higher combined 'always/usually' profile.
- For-profit was associated with a more consistent 'usually/sometimes' pattern.
- Government was broadly similar to the all-respondent base.

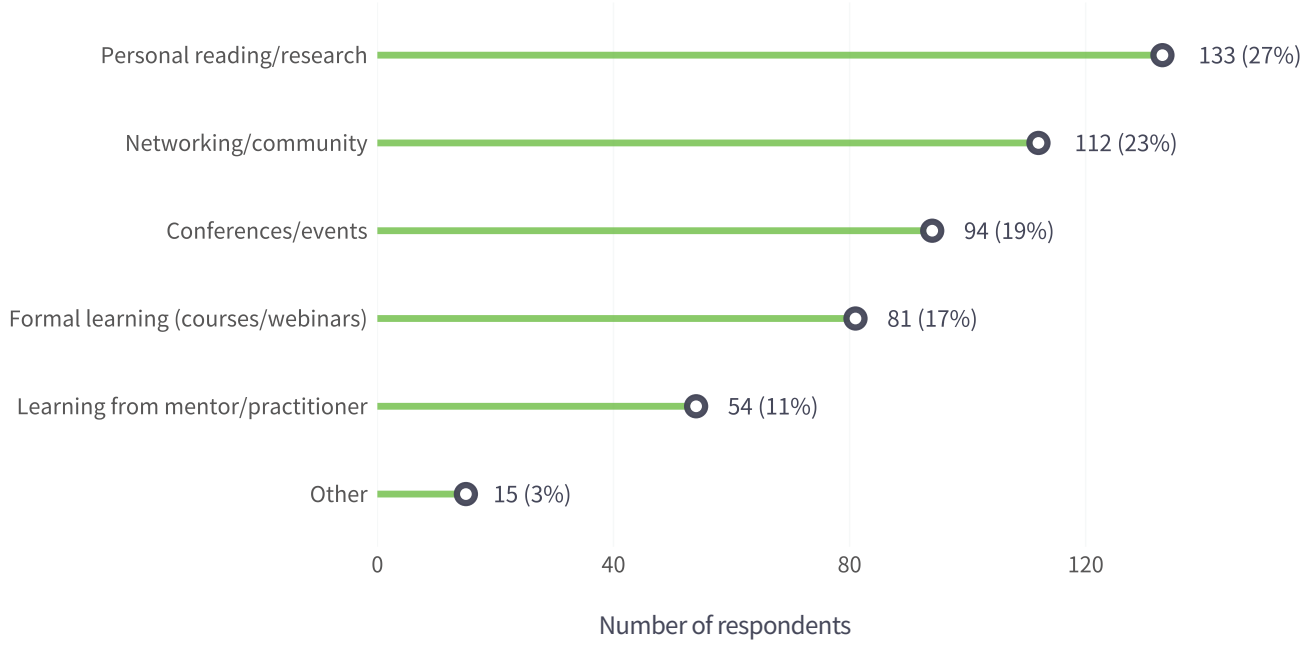
Organization size did not fundamentally alter the practice of impact reconciliation. If anything, experience with larger and medium-sized organizations is associated with a slight tilt toward 'usually' and a modest drop in 'always'.

2.7 How do practitioners stay current?

Professional development preferences

Personal reading and research were the most popular form of professional development, followed by networking and conferences:

Figure 30: Preferred methods for staying current in OD thinking and practice



Across all self-assessed mastery levels, personal reading and research formed the backbone of professional development activity. Entry-level, developing, experienced, and highly advanced practitioners all leaned heavily on self-directed reading and research, with this method consistently accounting for the largest single share of their learning portfolio.

Conferences and events were almost absent among entry-level respondents but became a substantial part of the mix for experienced and highly advanced practitioners.

Reliance on network connections and the wider design community showed a curved pattern: it was very prominent at entry, dipped among developing practitioners, and then rose again for experienced and highly advanced respondents.

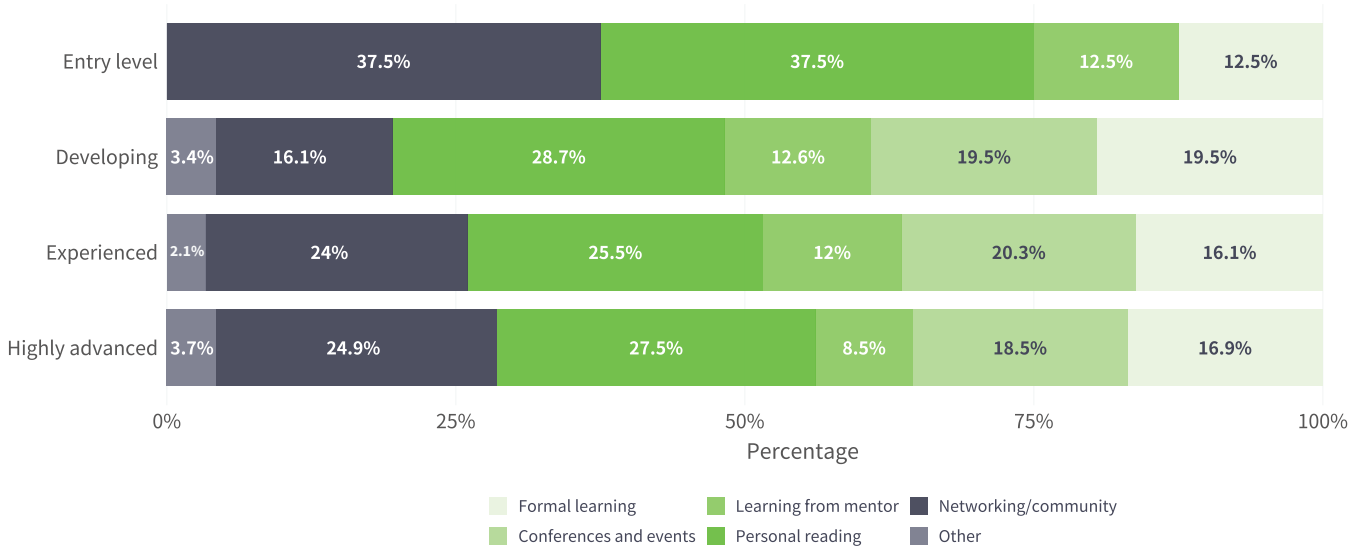
Preferences were broadly similar for respondents at a 'developing' stage of their career, however they were less likely to cite networking as their way of staying current and slightly more likely to turn to formal learning or learning from a mentor.

Formal learning (courses, webinars) played a steady but secondary role at all levels. Its share was relatively stable from entry-level through to highly advanced practitioners, indicating that structured learning remains relevant but never dominates the development mix.

The relatively lower reported incidence for mentors may reflect the often solo nature of many OD roles. It was comparatively modest at all career stages, with a somewhat stronger role early on and a diminishing share as mastery increased. This is consistent with comments respondents made about OD challenges, specifically the difficulties faced when trying to connect with other practitioners and the wider OD community.

To compare preferences across OD mastery levels without the confounding effect of different group sizes, responses were normalized within each category. For each one, the percentage of respondents selecting each development method out of all methods selected by that level was calculated. The results show remarkable consistency:

Figure 31: Relative professional development preferences



Overall, the data reveals clear preferences:

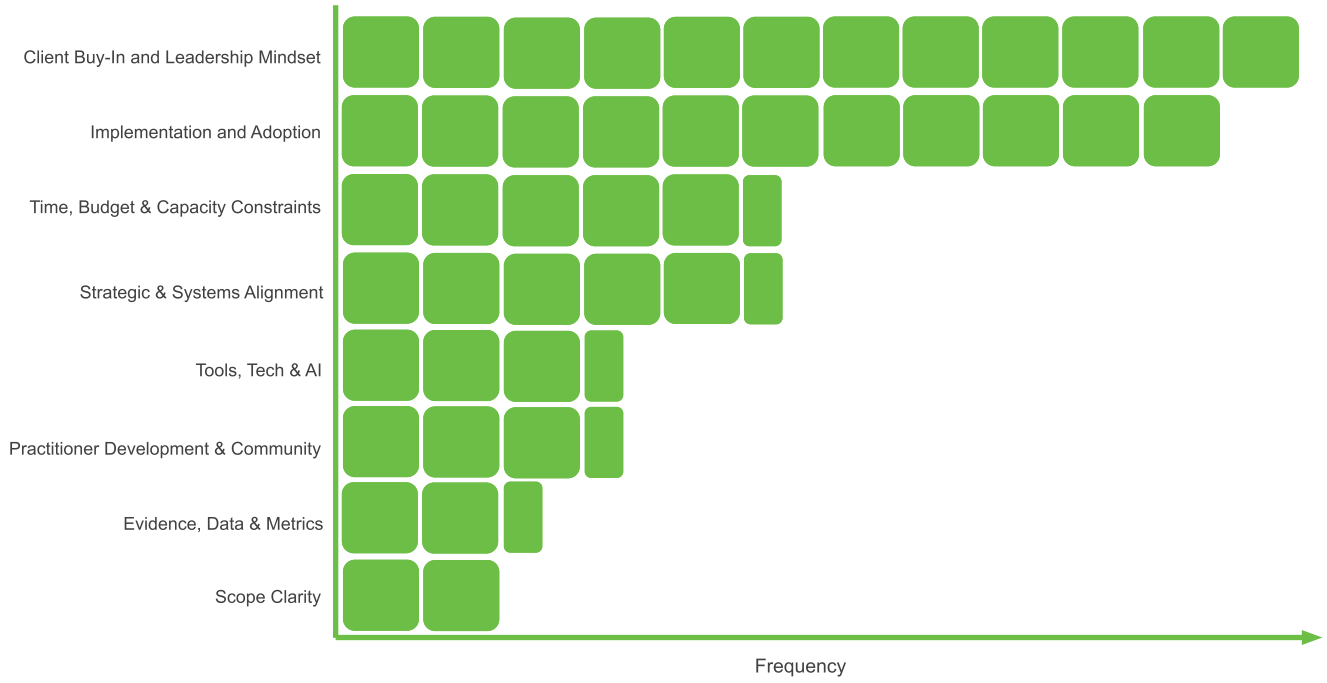
1. **Self-directed preferred over structured:** Practitioners preferred autonomous learning (reading, networking) over formal programs (courses, webinars).
2. **Informal preferred over formal:** Relational learning (networking, conferences) exceeded formal coursework.
3. **Just-in-time preferred over systematic:** The pattern suggested learning tied to immediate needs rather than systematic development programs.

A strong pattern emerged when cross-tabulating preferred professional development methods with ODF association. Respondents who reported any association with ODF were substantially more likely to select each of the professional development methods listed – including conferences and events, formal learning, mentoring, personal reading and research, and connection with the wider design community – than respondents with no ODF association. This may suggest that ODF-associated practitioners are generally more active and diversified in how they keep their practice current, however these differences should be treated as indicative rather than precise, since the non-associated group was relatively small in this dataset (just over one quarter) and because survey completion patterns differed.

Practitioner challenges

Respondents were asked: 'What are the most significant challenges that you face as an organization designer?'. A picture emerged of work that is constrained less by tools and methods and more by context:

Figure 32: Significant challenges faced by respondents



1. Client leadership and buy-in. A fundamental challenge around client understanding and appetite, and getting leaders to genuinely commit to the work:

- The 'invisible' work required to educate about OD and position the work clearly, exacerbated by the ambiguity of OD language
- Clients seeing OD as restructuring and not recognizing the systemic nature of the work
- Leaders resisting a formal OD process at all, or wanting a quick answer rather than real design work
- Scope challenges, including OD being pulled into the wrong conversations, brought in too late, or treated as a narrow HR activity
- Leaders defaulting to cost cutting, copying 'best practice' or restructuring quickly instead of grappling with strategic design choices
- Wrong thinking about organizations, roles, skills, and change, and oversimplifying or ignoring systemic effects
- Navigating organizational politics, power and influence, as well as turf protection
- Some talked about needing strong C-level mandates because otherwise one or two influential leaders can derail adoption

2. Implementation and adoption. Execution often being harder than the design stage:

- Descriptions of support evaporating at the adoption stage, once the real consequences of change surface
- Reluctance to live with the consequences when roles, power, or ways of working have to change

- Unwillingness to adapt to changing conditions once a plan is communicated, even when it's clearly needed

3. Time, budget and capacity constraints. There rarely being enough time or headspace for good OD:

- Leaders wanting OD work done very fast and not being willing to give the necessary time
- Practitioner struggles with competing priorities, limited bandwidth, and having OD work squeezed in around other demands
- The non-stop nature of change today, making it hard to do thoughtful design and get sustained attention from stakeholders

4. Strategy and systems alignment. Leaders being good at optimizing within their span of control but less so optimizing across functional boundaries:

- Practitioners challenged by strategic anchors that are either lacking or constantly changing
- Leaders struggling to think of their organization as an interconnected system
- Excessive focus on structure at the expense of the operating model that frames how work is done

5. Tools, Tech and AI. The difficulty keeping up with the pace of technological change, particularly with the advent of AI and its impact on the field of OD:

- Getting access to data to baseline and measure improvements and educating against the use of inappropriate data and benchmarks
- Specific concerns around OD digital technologies either not being available or poorly adopted
- Clients using AI for OD work and misunderstanding its outputs

6. Practitioner Development and Community. Keeping up with the latest OD trends, technologies, and frameworks, and then making sense of them in the context of a specific organization:

- The challenge of keeping skills current and connecting with others in the field
- Difficulty accessing and consuming evidence-based educational resources in a timely manner
- Feelings of isolation in the role, and the difficulty in finding a community of practitioners

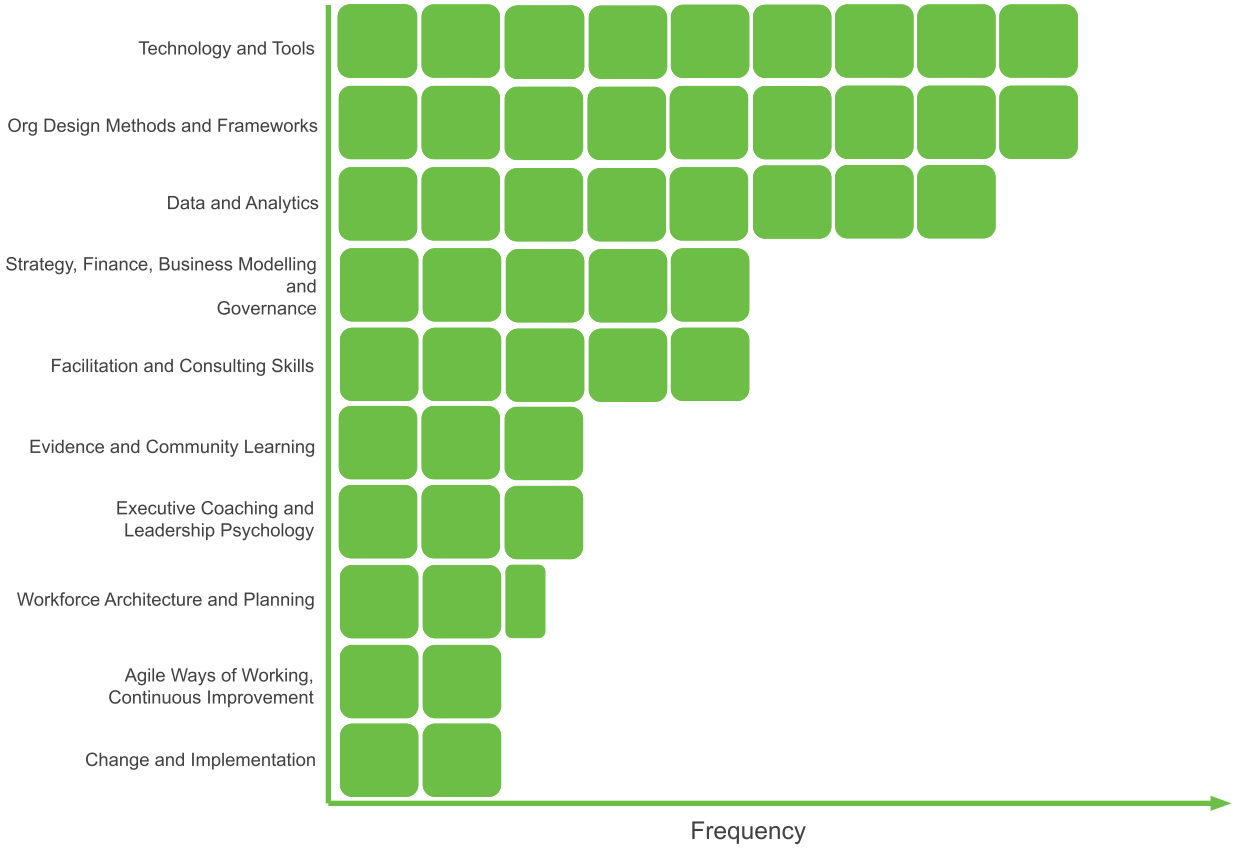
Both in-house and external practitioners described leaders' limited understanding of organization design, and a tendency to reduce it to restructuring or 'best practice', as a major constraint. Particularly for in-house OD specialists, this often manifests as a shallow mandate: they were consulted on design questions, but brought in late, asked to work at the wrong level in the system, or expected to retrofit systemic thinking to decisions that had already been made. External consultants described a related but distinct set of challenges, in which client organizations hesitated to commit to a full design process or to implementation, and sought definitive answers rather than iterative experimentation.

Overall, respondents portrayed OD practice as work carried out under significant time pressure, political complexity and variable client understanding, where the hardest work is often securing commitment and sustaining adoption rather than the design process itself.

Future skill requirements

Respondents were asked, 'What additional skills or knowledge would add value to your practice as an organization designer?'. The rich set of responses reflected the multi-disciplinary nature of OD and respondents' strong desire to continuously learn and develop in pursuit of improved OD practice:

Figure 33: Additional skills or knowledge that would add value



Technology and tools. A desire be more technologically fluent, from staying abreast of emerging new OD technologies to hands-on proficiency with selected tools:

- Understanding how AI tools can be successfully integrated in an OD practice, specifically acknowledging the unprecedented pace at which AI development is progressing and the challenges associated with evaluating its impact and effectiveness.
- Better understanding of OD specific tools: knowing what is available on the market and gaining proficiency in at least one of these tools.
- Better digital and technological acumen generally.

OD methods, facilitation, and evidence. A desire for richer, more rigorous design toolkits that deepen the OD craft itself along with supporting abilities in facilitation and communicating the value of OD:

- Increased awareness of the breadth of available OD methods, framework and approaches and when to use them.
- Training to improve skills mastery of select methods; the sentiment being to deepen the practitioner' s existing knowledge and method base.
- Knowledge about operating model design and systems thinking, and the ability to manage complexity.
- How to make OD work more scalable and evidence-based through demonstrable value.
- Having accessible case studies, benchmarks and trends, and the application of data and analytics.

Data and analytics. The need to strengthen data and analytics capability to deepen insight, inform judgement, and support more robust and defensible design decisions:

- Effectively using data and analytics in the practice of OD, including how OD related data is acquired and managed, then leveraged to support the field.
- Workforce planning and people analytics: working with workforce data, network analysis, and headcount/capacity modeling.
- Visualization and modeling: skills to leverage OD data to model different scenarios and create clear visualizations and simulations that help stakeholders understand options and trade-offs.

Strategy, finance, business modeling, and governance. A desire for better fluency in the machinery of business. Practitioners sought to improve these skills to better serve their clients when OD interfaces with these domains, and to bolster their own practice (whether in-house or external):

- Strategy development and operations literacy: deeper understanding of operations and industry context, methods of robustly elaborating and assessing business strategy or changes to strategy, so OD advice feels tightly aligned with the priorities and characteristics of the business.
- Business modeling: improving the practice of building representations of how an organization creates value and converts it into financial outcomes; enabling OD decisions to be tested, compared, funded and governed.
- Better finance skills: understanding financial statements, processes, cycles, and metrics.
- Governance: navigating governance processes and implementing or adapting governance processes so they remain fit for purpose; creating delegation and decision-making frameworks as part of OD, to clarify when people can act themselves and when they need to escalate.

Executive coaching, leadership psychology. OD practitioners seek to increase their presence when among senior leaders, how they can effectively understand leadership drivers in order to better coach or advise leaders on OD topics:

- Psychology and behavioral science: especially neuropsychology, human behavior, and coaching skills to better understand and influence how people respond to design and change.
- Influencing skills: feeling underpowered in influencing senior leaders; wanting a broader repertoire of influence strategies.
- Leadership presence / charisma: wanting to come across as more compelling, confident, or expert in the eyes of executives.

Workforce planning. OD practitioners want to better understand and model the workforce capability changes that flow from a design, including how the target workforce will be acquired over time:

- Workforce planning and people analytics: working with workforce data, network analysis, and headcount/capacity modeling.
- Development of workforce architectures / job architectures, and skills-based designs.

Agile ways of working, continuous improvement. Skills in designing organizations and operating models that are significantly more nimble, and instilling continuous improvement practices.

Change management and implementation. Training in specific methods, frameworks, or approaches; integrating OD and OD-adjacent practices relating to change (eg, organization development, change management, workforce realignment).

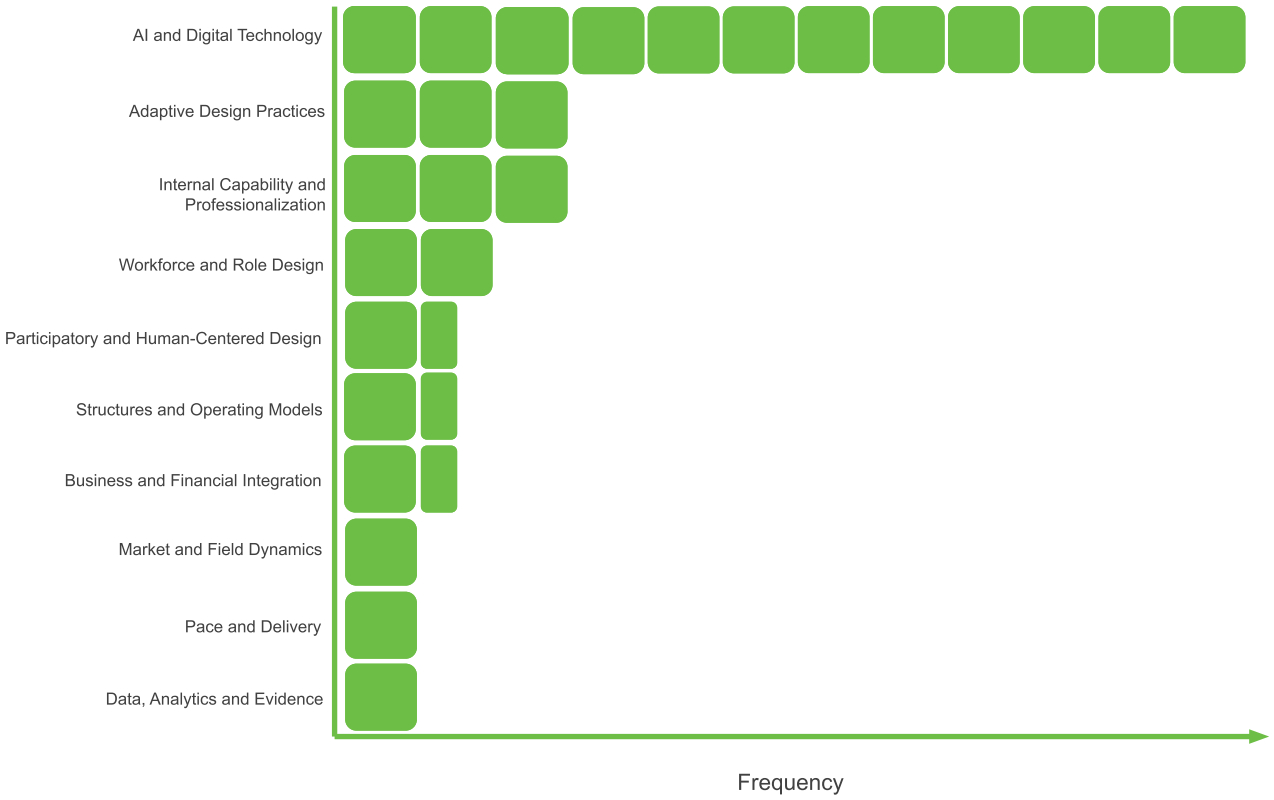
Overall, many respondents saw the next stage of their development as combining better quantitative and technological fluency with stronger influence and strategic partnership skills, supported by continued refinement of their OD and people-science toolkits.

2.8 Where is OD heading?

Trends in the practice

Respondents were asked: 'What trends are you seeing emerge in the practice or profession of organization design (i.e., the process of designing)?' .

Figure 34: Emerging trends



The most cited theme was **the growing influence of technology and AI,** which aligned with many respondents' stated desire to improve their skills and knowledge in this area. Specific AI trends included:

- The move to AI augmented organizational modeling and design. The core sentiment was that when used well, AI will enable OD practitioners and perhaps their "digital twins" to consider more factors, test more options, and shorten the time required for quality people-centered design.
- Increased prevalence of predictive analytics in OD, as part of pressure testing potential designs.
- The impact of automation on operating models and the roles required for them.
- Increasing use of HRIS and visualization tools.
- The awareness that OD practices will increasingly require AI and tooling literacy; it won't be optional.

The enthusiasm for AI is tempered with caution for practitioners to not build an overreliance on AI and tools, to **ensure that human expertise is always in the loop.**

Many also highlighted a **shift away from large, infrequent restructures toward adaptive design practices** that

bring more fluid, agile, and continuous approaches to design. These respondents said that organizations have limited patience for lengthy, formal redesigns but still struggle to operationalize more adaptive, iterative modes of OD.

A set of respondents believed that **more organizations will build and expand their in-house OD functions,** as a result of executives increasingly seeing its value, the availability of self-service OD tooling, and leaders and HR business partners (HRBPs) upskilled in OD.

Time and cost pressures were frequently cited, with concerns that these can **favor short-term fixes over long-term structural health.**

Structural and workforce trends included **greater emphasis on networks of teams, self-organizing structures, and flexible talent pools** that can be rapidly redeployed as work ebbs and flows. Some respondents also noted **more bottom-up, employee-centric design,** where jobs and structures are shaped around value and worker interests.

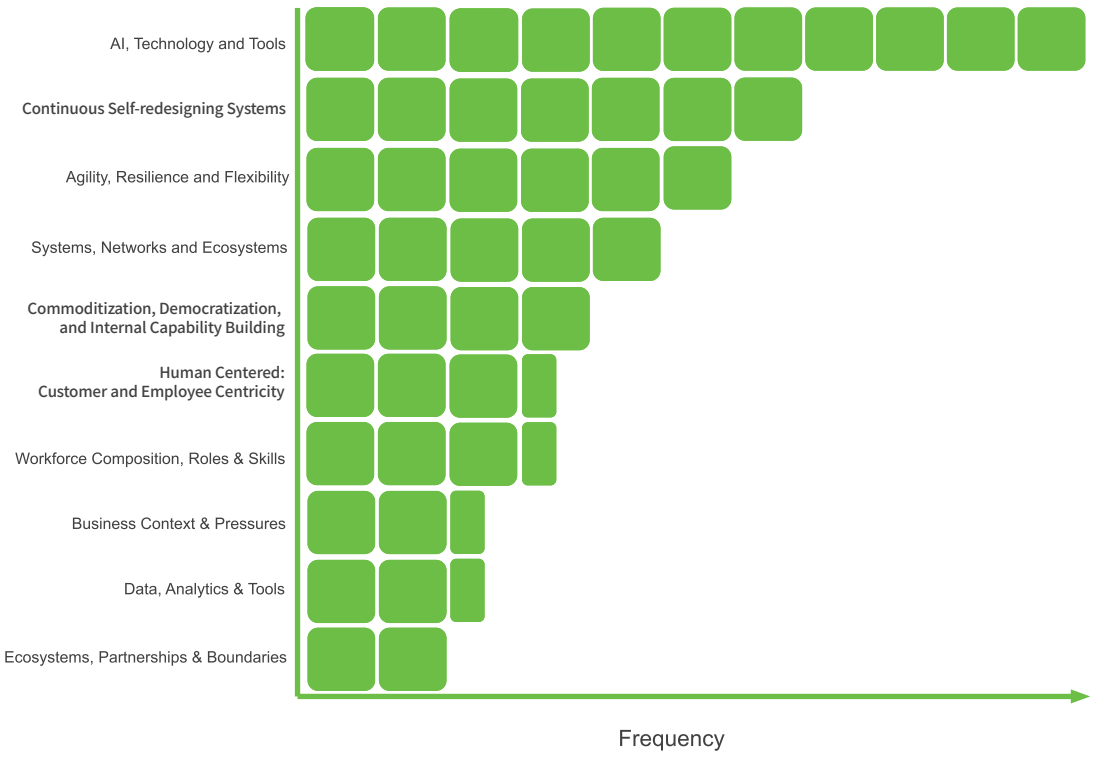
A smaller number referred to the **globalization of OD practice** and expressed a concern regarding **the lack of innovation in mainstream OD.**

Together, these comments suggest a field that is being reshaped by technology and by demands for speed and adaptability, but where practitioners still see a gap between aspiration and the practical know-how needed to design in more fluid, continuous ways.

Evolutions in organizational form

Respondents were asked 'How do you see the design of organizations evolving?'. This drew responses that were both descriptive (what organizations will look like in the future) and normative (what will be required of organizations in the future):

Figure 35: How the design of organizations is evolving



1. **AI, technology, and tools:** Practitioners saw the design of organizations as being increasingly shaped and supported by AI and digital tools. From advanced analytics and modeling to visualization via easy-to-use platforms, technology was expected to make design more data-driven, continuous, and accessible to a broader range of stakeholders.

2. **Continuous self-redesigning and self-generating systems:** Respondents anticipated a shift from design as a one-off event to design as an ongoing capability embedded in the organization. Future organizations were expected to be self-redesigning and self-regenerating, able to continuously adapt their structures and ways of working at scale.

3. **Agility, resilience, and flexibility:** There was a strong expectation that organizations would need to become far more nimble, resilient, and flexible to cope with volatility and shocks. Design was imagined as enabling rapid reconfiguration of work, roles, and teams so organizations can both withstand disruption and quickly seize new opportunities.

4. **From boxes to systems, networks, and ecosystems:** Organization design was seen as moving beyond static, box-based hierarchies toward more interconnected systems, networks, and multi-entity ecosystems. Structures were expected to become more organic and relational, rather than tidy lines on an org chart.

5. **Commoditization, democratization, and internal capability building:** Several respondents anticipated organization design becoming more commoditized and democratized, supported by better tools and standardized approaches. As a result, OD skills were likely to spread more widely inside organizations as an underlying capability, rather than sitting only with a small group of specialists or external consultants.

6. **Human Centered - Customer and Employee Centricity:** Future designs were expected to become more explicitly customer- and employee-centric, aligning operating models more closely with customer needs, value perceptions, and experience. At the same time, there was a growing focus on employee engagement and the lived experience of people inside the system as a core design consideration.

Other themes included describing the organization in terms of the skills it needs instead of roles; a push toward expertise as a result of AI reducing the number of entry level roles and middle management roles; and OD extending its scope to ecosystem design with a specific focus on effective partnerships.

In summary, respondents saw OD moving in the direction of greater agility, resilience, and flexibility. They argued that organizations will increasingly need the capability to rapidly reconfigure as they evolve in a more volatile context.

3

Implications For The Practice of OD

3. Implications for the Practice of OD

Concluding Observations

This survey report documents a field with significant strengths facing critical development challenges.

On the enabling side: the practitioner base is experienced, work occurs at strategic levels, and the profession demonstrates relevance across different contexts. Collaboration with adjacent disciplines – such as HR, change, strategy, and technology – were also seen as important when they worked well.

On the blocking side: time and cost constraints featured prominently. Many practitioners described limited tolerance for extended discovery or design phases and strong expectations of rapid, visible results. Limited leadership understanding, organizational politics, change fatigue and fragmented ownership of design decisions were also cited as barriers.

Taken together, the findings prompt a set of key questions for the practice:

1 Is OD innovating fast enough for the world it serves?

Respondents portrayed organizations operating in volatile, tech-intensive, structurally complex environments. Yet when asked which models and tools they used, they mostly cited well-established traditional frameworks, with relatively few references to newer, data or AI-enabled approaches. At the same time, they called for better analytics, technology and tools, signaling recognition that their current methods are not fully matched to contemporary challenges.

A central tension in the data is whether OD's practice and toolkit are evolving quickly enough to remain fit for the world practitioners themselves describe.

2 Will OD become subordinate to technology's transformational powers?

Technology, particularly AI and advanced analytics, was expected to play a major role in the future of organization design. Respondents anticipated richer modeling, simulation and visualization, and more evidence-based decision-making about work, roles and relationships. They also acknowledged that many practitioners – including themselves – need stronger data literacy and comfort with these tools.

The survey points to technology as both an opportunity and a pressure: respondents expected AI and digital tools to play a growing role in OD, but also report gaps in their own data, analytics and technology skills, suggesting a risk that technological opportunities could outpace current practitioner capability if those gaps are not addressed.

3 Is OD really becoming continuous, or is that mostly aspiration?

Respondents expected OD to become less 'one-off event' and more of an ongoing, adaptive discipline. They described organizations that are self-redesigning, self-regenerating, and able to sense and respond continuously. Much of this was framed normatively – as what should happen and what organizations will need to do – rather than as a description of current mainstream practice.

The data suggest a strong shift in mindset toward continuous design, however prevailing methodologies remain anchored in static paradigms.

4 Agility and resilience: emerging reality or persistent rhetoric?

Agility, resilience and flexibility featured prominently in how respondents think about the evolution of OD. They describe organizations that can rapidly adjust work, roles and relationships in response to shocks and uncertainty. Some responses report early signs of this – for example, more nimble configurations of teams and roles – while others speak in terms of what organizations will need to build.

Overall, the data pointed to agility and resilience as widely endorsed design goals, but not yet consistently embedded as lived organizational capabilities.

5 Short-term pressures, long-term challenges: can OD do both?

Time and cost pressure appeared as persistent constraints on OD practice. Respondents described reduced tolerance for long design cycles and strong expectations of rapid, visible impact. This sits uneasily alongside the longer term, systemic issues they also highlight, such as ecosystem shifts, capability building and the integration of AI.

The risk they point to is that short-term fixes and incremental adjustments, however necessary, can crowd out deeper, more sustained design work.

6 Democratization or dilution: what happens as OD capabilities spread?

Respondents expected OD capabilities and tools to diffuse further across organizations, enabled by more accessible frameworks, platforms and technology. This democratization promises broader participation in shaping how work is organized and potentially faster, more local adaptation. It also raises questions about coherence, depth and systemic perspective as more non-specialists engage in design decisions.

The data hint at a future in which OD is both a specialist profession and a distributed organizational capability, with unresolved tensions between these roles.

7 OD's identity: unified profession or loose umbrella?

Finally, the survey revealed a highly 'hyphenated' practice, where OD is often combined with other roles and disciplines, and overlaps with adjacent domains such as organization development, change management and HR. On this evidence, OD currently behaves more like a loose umbrella for a related set of practices than a tightly defined profession with a single shared identity, principles and standards. In fact, the interdisciplinary nature of OD practice and the diversity of practitioner skillsets may be leaving clients unclear about what OD work is and isn't. At the same time, respondents' aspirations for stronger capability, clearer positioning and greater influence point toward a desire for more professional coherence.

The challenge is to build that coherence without losing the balanced judgment, flexibility and contextual responsiveness that practitioners see as central to effective practice.

4

About The Survey

4. About the Survey

4.1 The Organization Design Forum

The Organization Design Forum (ODF) exists to help OD practitioners make organizations more effective, successful, and inspiring for all. Founded in 1989 and based in the United States, it is a member-driven organization with non-profit status.

ODF is dedicated to helping practitioners apply diverse design theory and practice to benefit organizations. It does this through the provision of professional development opportunities, learning resources and engagement events, as well as its annual flagship conference. The overarching aim is to connect practitioners within a welcoming community, and to enable the continuous sharing of ideas and experience.

4.2 Purpose of the Survey

The Organization Design Practitioner Survey was designed to capture a comprehensive view of contemporary OD practice. The survey aimed to:

- Understand who is practicing OD and in what contexts
- Identify the drivers and scope of OD work
- Learn about current methodological approaches and technology adoption patterns
- Reveal the degree to which AI is being integrated into the process and output of OD
- Learn how practitioners measure impact and stay current in the field
- Understand the challenges facing practitioners and their views on what the future holds

The target audience was in-house, external, and academic OD practitioners across all experience levels, geographies and sectors.

There were no commercial or financial relationships associated with the research.

4.3 Survey Methodology

The survey comprised 28 multiple-choice and open-text questions structured around three thematic areas:

- The individual practitioner (demographics, experience, role)
- Their OD work (sectors, sizes, scopes, drivers, sponsors)
- Their approach to OD (methodology, tools, technology and AI, impact measurement, professional development)

The survey was open for one month, from 18th September 2026 to 20th October 2026, and individual respondent confidentiality was assured.

The questionnaire was built and administered using the Zoho Survey platform, and distributed via these channels:

- Survey link sent directly to ODF's mailing list
- Promotion on ODF's website and via LinkedIn
- Verbal promotions during ODF events
- Partner organizations distributing the survey to their members and networks
- Recipients in general encouraged to forward the survey through their networks

This approach prioritized reach over controlled sampling, enabling the survey to capture perspectives from a broader base of practitioners who might not be affiliated with ODF.

4.4 Response Rate

A total of **207 individual responses** were received from a global audience:

- 58% from the United States and Canada
- 24% from the United Kingdom and Europe
- The remaining 18% were from Central and South America, Middle East, Asia, and Oceania (no responses were received from Africa)

Due to the snowballing distribution method, the total number of survey recipients was not known and therefore an overall response rate could not be calculated.

Response rates varied by question type, with completion rates dropping for questions requiring open-text answers. Some questions referred to work completed in the past twelve months and this may also explain why some questions were skipped.

Nonetheless, the 207 total responses provide a robust dataset for analysis.

4.5 Survey Limitations

Several limitations should be noted when interpreting the findings:

Definitional Ambiguity: OD lacks precise definition and is understood differently across audiences. Consequently, crafting questions that would be interpreted uniformly would always be a challenge.

Selection Bias: Individuals were required to self-select as 'OD practitioners', potentially missing practitioners who are doing OD work but using different terminology.

Size of Data Set: The size of the dataset means the results should be interpreted with appropriate caution and not assumed to represent the practice in its entirety.

Community Representation: In total, less than half respondents described OD as their primary area of expertise. The findings should therefore be interpreted as reflecting the broader OD community in all its forms, rather than only practitioners for whom OD is their primary focus.

Self-Reporting: All data relied on self-reporting, introducing potential for social desirability bias (overstating positive practices) and recall bias (many questions related to past OD projects).

Geographic Concentration: Responses concentrated heavily in North America and Europe (82%), which is not surprising given ODF is a US-based organization that welcomes global engagement. It does, however, limit generalizability of the findings to other regions.

Experience Skew: The sample skewed toward experienced practitioners, so the findings may under-represent emerging practitioner perspectives and challenges faced by newcomers to the field.

Question Framing: Framing the questions in relation to 'OD projects' could have masked OD occurring or perceived as a continuous process or capability.

Respondent Fatigue: There was considerable respondent drop-off for open-text questions, which was sustained through the later demographic questions, so care must be taken when interpreting findings with smaller data sets.

These limitations do not invalidate the findings; however, they should inform their interpretation.

4.6 Thanks

This research would not have been possible without the participation of 207 practitioners who generously shared their experience and their insights. Their candid responses, acknowledging successes as well as challenges, provided an honest portrait of the practice.

ODF extends thanks to friends and partner organizations who helped spread the word to engage more diverse practitioner audiences. They include:

- ODF Community Members
- EODF (European Organization Design Forum)
- ODN (Organization Development Network)
- Socio-Technical Systems Roundtable
- Business Agility Institute
- USC-CEO (University of Southern California Center for Effective Organizations)
- Operating Model & Organization Design LinkedIn Group
- ODF Advisory Group Members

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