

Building Effective Organizational Structures

Aligning form and functionality



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Introduction

This report is one in a series of related documents on building sustainable, intelligent organizations with healthy and safe operating cultures (see back cover). This specific report describes an approach to developing an organization design basis that establishes the organization's desired culture and outcomes in terms of required functionalities at the job, team and whole organization levels. The design basis serves as a framework for resourcing, capacity building, managing change, and orienting new members to the functioning of the organization.

Background

The design and resourcing of organizations often happens without a clear understanding of how the organization is intended to function as a whole, or what aggregate propensities are needed to achieve desired performance. Typically, core and support functions grow as supervisors and mid-level managers evolve programs and processes that respond to emerging organizational directions. In the absence of organizational design criteria and a workforce plan that anticipates long-term needs, resourcing decisions are made on a position-by-position basis or potentially as volume hires when growth is rapid. Leaders are then tasked with overcoming resulting challenges related to individual motivation, team dynamics and organizational performance. They often attempt this without meaningful information on the human drivers that shape organizational effectiveness. Functionalities provide a common language for understanding how organizations perform, and for strategically and systematically defining job, team and organization level capacity requirements needed to achieve desired organizational outcomes.

Working with Functionalities

Functionality is defined as the ability to perform a task or fulfill an intended purpose. Functionalities reflect how a workgroup, department, level or entire organization are intended to function in order to deliver what is required of them within a larger context. Organizations are typically understood in terms of the products or services they provide, the geography they cover, and the size of their operations expressed through a variety of business and financial measures. This information can begin to define organizational functionality, yet more is needed in terms of such aspects as the degree of integration and standardization the organization needs to achieve desired outcomes. An organization design basis that clearly defines functionalities, accountabilities, authorities and position level responsibilities guides resourcing decisions over the long term. In organizations with a formalized management system, this information may also be derived from key management system processes. The purpose of an organization design basis aligned with a high-level management system map is to outline the way in which the organization is intended to function. Functionalities happen at the intersection of organizational structure, management system processes, and human propensities that breathe life into the organization.

Figure 1 shows a generic organigraph for an organization with four formal leadership levels, each of which serves a distinct purpose. The type and level of functionality at each point along this creative chain involves different management and leadership activities and propensities. Organizations that understand this chain and clearly define and resource required functionalities can align innate workforce propensities with required organizational capacity to enhance sustainable performance.

Figure 1: Generic Leader Level Organigraph: Organization as a Creative Chain

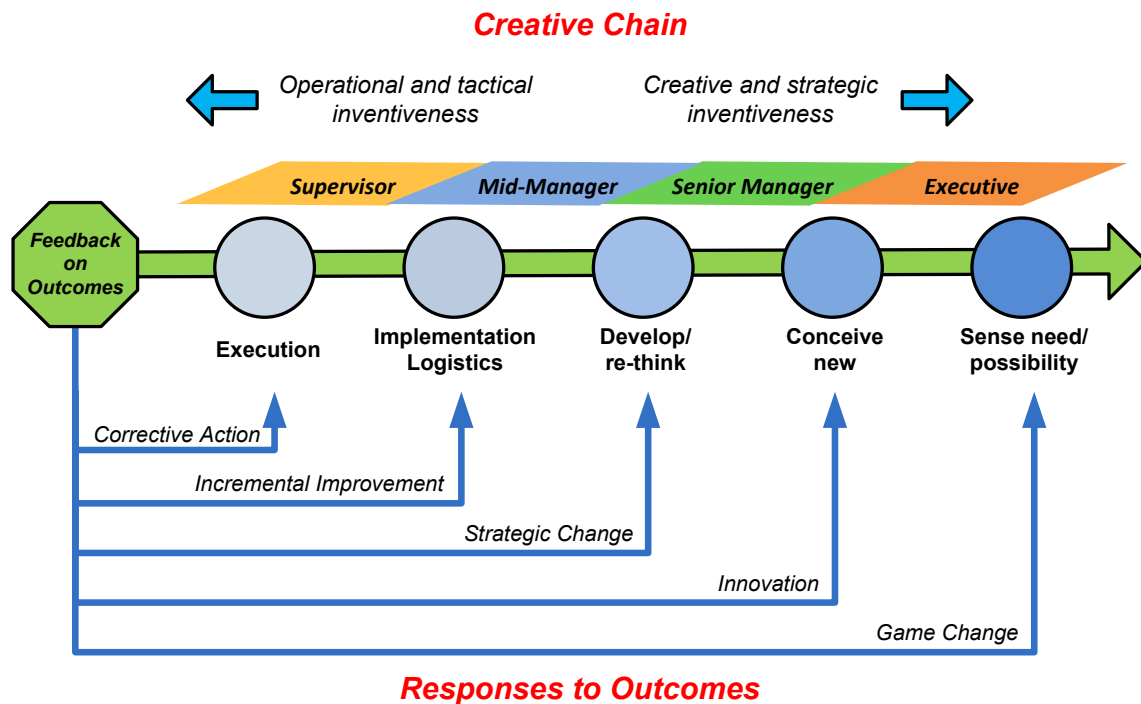


Table 1 on the following page shows some activities commonly associated with each of the four leadership levels. The bottom section of Table 1 gives high propensities (innate reasoning styles and deeply engrained patterns of behaviour) that research demonstrates are commonly associated with successful performance at each level. Organizations that do not suitably differentiate functionalities and propensities by level frequently underperform (see sidebar below). For example, insufficient long-term planning, system integration, and focus on new directions is common if mid- and senior- level functionalities are not clearly defined and supported by requisite propensities. Role and responsibility definitions alone do not achieve required levels of functionality, thereby putting organizations on the never-ending, costly treadmill of training, development and change management.

Homogeneity and Diversity

Systematic definition of required functionalities at the job, team and whole system levels permits organizations to identify patterns in aggregate workforce propensities that drive organizational behaviour and performance. High concentrations of a given propensity strengthen demonstration of the related capacity. However, this homogeneity can lead to inflexibility, blind spots, and an increased tendency to dismiss alternate preferences. This makes it challenging to insert needed diversity into homogenous teams. Since new hires and promotions generally mirror the prevailing propensities, the cloning effect has long-term implications for organizational growth and development.

Table 1: Sample Accountabilities and Propensities by Leader Level

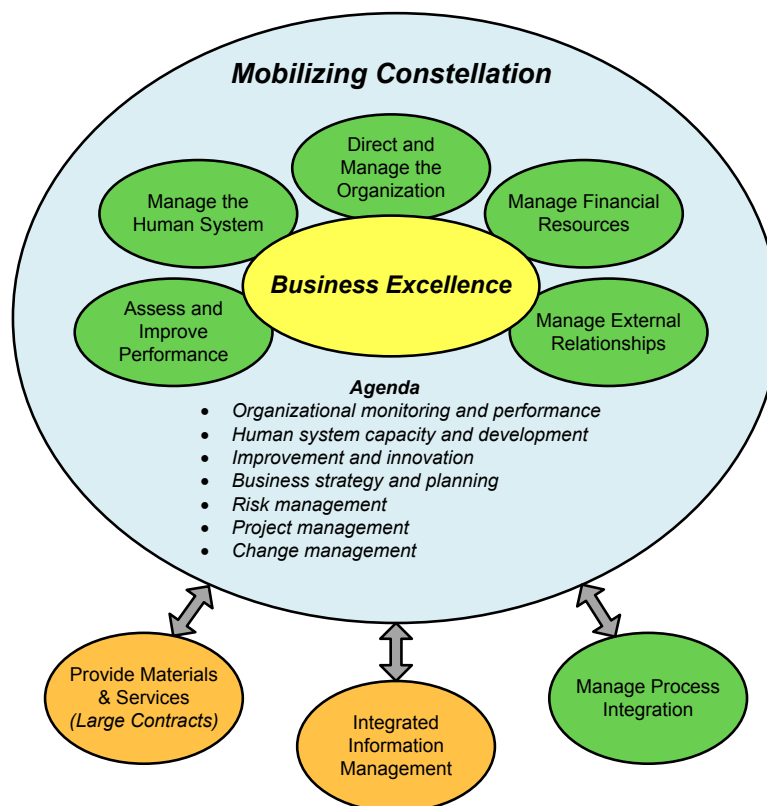
Supervisor	Mid Manager	Senior Manager	Executive/CEO
Selected Activities/Accountabilities			
<ul style="list-style-type: none"> Assign and coordinate work Communicate operational priorities and constraints Monitor and coach employee performance Promote a continuous learning environment Promote openness Establish team learning plans Foster diversity values Promote standards and expectations Promote process adherence Provide field presence Recognize employee contributions Remove barriers to employee performance Welcome innovative thinking Welcome staff feedback and inquiries Report significant issues to management 	<ul style="list-style-type: none"> Allocate resources Align programs and processes with the organization vision Manage projects Manage costs Manage departments, facilities and inventory Monitor program/process effectiveness Monitor customer satisfaction Provide for knowledge transfer and retention Align training to performance needs Develop and maintain relationships with industry peers Foster vendor and supplier relationships Evaluate business solutions Advocate process improvement Align processes and programs with regulatory standards 	<ul style="list-style-type: none"> Assess organizational risk Assess organizational effectiveness and performance Formulate and enact business strategy and plans Promote desired organizational culture Explore business innovation opportunities Align management system and organizational structures Introduce new technology solutions Develop and maintain relationships with business, regulatory bodies, etc. Protect organizational interests Assess and develop workforce capacity Perform infrastructure planning 	<ul style="list-style-type: none"> Monitor and assess political, economic, societal, technological, ecological, and trends at national and global levels Monitor organizational coherence and integration Define business outcomes Establish the organization's vision and mission Establish strategic plans Establish expectations for external relationships Monitor community, social and environmental impact Manage mergers and acquisitions Perform strategic partnering Undertake business development Undertake strategic organizational transformation Manage corporate visibility Promote a positive image of the organization
Propensities (Good to Excellent)			
<ul style="list-style-type: none"> Demonstrates character Leads decisively Reasons critically Maintains accountability 	<ul style="list-style-type: none"> Reasons critically Builds consensus Demonstrates character Responsive to change Strives for excellence Focuses on results 	<ul style="list-style-type: none"> Leads decisively Focuses on results Maintains accountability Demonstrates energetic enthusiasm Reasons critically Initiates independently Sustains profitability Thrives on chaos 	<ul style="list-style-type: none"> Leads decisively Seeks innovation Focuses on results Initiates independently Thrives on chaos Demonstrates social charisma Sustains profitability Maintains accountability Manages stress Exercises political influence

Determining Organization-Level Functionalities

Organizational functionalities are best derived from a clear understanding of the core processes by which the organization performs its work, as well as the key executive and support processes that guide and enable the business (see back cover for a report on management systems). Processes define, among other things, the logic of how work is organized, key interdependencies, and the authorities required for appropriate controls. High-level functionalities are the product of synergies between processes. For example, Figure 2 shows how processes for business planning, finance, human system development, external relationships, and performance assessment and improvement can provide an organization with responsive, improvement-oriented decision-making for business excellence.

Such ‘mobilizing constellations’ help focus the organization on critical outcomes. Composition depends on the organization’s critical success factors, e.g., operational excellence, organizational effectiveness, customer engagement, research and innovation. Constellations may become permanent groupings within the structure or constitute key meeting venues.

Figure 2: Sample Mobilizing Constellation for Business Excellence



Clustering of processes with significant interfaces increases ease of oversight, and assists Process Owners in making improvements across departmental boundaries. It can also help organizational members recognize how larger pieces of the system are intended to work together, thereby fostering self-directed integration activities. Instead of simply grouping like-with-like into common functions, mindful clustering of processes helps organizations align the focus, activities and outputs with intended organizational outcomes.

Organizations that do not have a process-based management system can still look at the vision for the organization and current performance of programs to gain an understanding of requisite functionalities by exploring such questions as:

- What are the values, goals and desired outcomes of the organization?
- What is the organization's direction and is it changing?
- What is the organization's community and environmental context?
- What is important for organizational excellence?
- What functionalities within the organizational structure need to be emphasized or redirected to improve overall system functioning?

In addition to structural considerations, it is important to understand what kind of operating culture is conducive to organizational effectiveness given shifting demands from industry, community, and technology, all of which shape the organization's operating context. What balance does the organization need in its human system in terms of:

- Control versus autonomy
- Tradition versus innovation
- Reactivity versus proactivity
- Relationship versus task focus
- Immediate versus strategic thinking
- Straightforward versus complex problem-solving
- Service versus execution orientation
- Action versus concept orientation
- Passive/forceful/influential/inspiring engagement.

Organizational values and strategies can also inform required functionalities. Does the organization choose to build a human system that emphasizes such things as:

- Productivity or employee growth and wellbeing
- Near-term results or long-term capacity building
- Business success or social responsibility
- Financial return or market share.

Lastly, organizational functionality can be understood by triangulating between three 'live' perspectives:

- organization self-perception - what the organization says about how it is performing;
- client perception - how a client sees an organization's performance; and
- organization propensity distribution - the aggregate behavioural strengths and constraints resident within the organization.

By assessing and comparing the results of these perspectives, potential and current functionality can be compared to required functionality, helping to identify enhancements that can contribute to desired future performance.

Regardless of how they are derived, functionalities reflect the extent to which individuals, teams and whole departments are able to align and integrate innate propensities and demonstrated competencies to achieve desired system outcomes. An organization can have a competent workforce, yet if its aggregate propensities are not well aligned with its vision, desired culture and the demands of its context, it will chronically underperform, potentially driving its organizational culture into a highly defensive state. Similarly, an organization can endeavour to achieve a level of organizational maturity

for which it does not have the requisite propensities, leading to investments in systems and approaches that are poorly sustained or under-utilized.

Resourcing decisions that routinely revisit the organizational functionality question can enhance the human system over time by addressing performance gaps in terms of aggregate propensities rather than methods directed at influencing employee commitment or motivation. When systematically applied to the leadership structure, this approach can also significantly enhance management and leadership strengths that are commonly associated with organizational effectiveness challenges. For example, organizations that struggle with silos can begin to shift the balance of control-oriented managerial behaviours in favour of more systemic and relationship oriented propensities.

Determining Team-Level Functionalities

Teams are typically described in terms of the mandate they are expected to deliver, the specialties or programs they encompass, and the direction and resources they use to deliver results. This information can begin to define team functionality in terms of such things as the balance of control versus autonomy required by members to successfully deliver the team's mandate. However, to more fully understand team functionalities, it is important to consider the functionality the team is intended to play within the organizational structure. Is it a:

- ***work team*** that performs the core work of the organization, i.e., converts knowledge, labour, raw materials into outputs;
- ***integrating team*** that coordinates and integrates across the organization;
- ***management team*** that makes authoritative decisions about priorities, resource allocation, and organization;
- ***executive leadership team*** that establishes organizational purpose and strategy, relationships with external contexts, and operational oversight;
- ***involvement team*** that has cross-functional representatives working together to assess and improve their overall performance; or
- ***improvement/innovation team*** that plans and introduces change to improve performance.

Each of these types of teams requires different propensity compositions to fulfill team functionality. To the extent that the functionality is clearly understood, succession planning and resourcing decisions can be guided to enhance performance.

Table 2 provides a way of thinking about dynamics internal to a team. It can be used to systematically think through the functionality of a team in terms of the balance of transactional and transformational work to be performed, and the level of integration needed in order to be effective. The model explores four dimensions of team functionality.

Table 2: Team Functionality

Functionality	Focus	Description
Meaning	Orientation and renewal	Shared understanding and meaning-making required of the team based on the context within which the team is operating
Relationship	Trust-building and high performance	The team dynamics required for healthy and productive functioning—higher congruence for unified action, or greater diversity for creativity or multidisciplinary integration
Task	Goal-setting and implementation	Specific tasks and deliverables for which the team is accountable
Choice	Commitment	Shared decision-making, autonomy and resources used by the team

As with organizational functionality, team functionality can also be understood by triangulating between three 'live' perspectives:

- team self-perception - what an existing team says about how it is performing;
- client perception - how a client sees a team's performance; and
- team propensity distribution - the behavioural strengths and constraints within the team.

By assessing and comparing the results of these perspectives, potential and current functionality can be compared to required functionality, helping to identify enhancements that could contribute to desired future performance.

Ultimately, actual team functionality reflects the extent to which people are able to align and integrate their technical and behavioural competencies to produce desired team outputs. The greater the diversity of propensities required to fulfil a team's mandate and role in the organization, the greater the emphasis that must be placed on including integrating propensities along with other mechanisms to help the team to bridge early (or potentially recurring) conflicts and achieve new levels of synergistic performance. For example, teams that include a member with a good sense of humour tend to function better despite other interpersonal challenges.

Resourcing decisions that take into consideration team functionality enhance the human system by strengthening team capability. For example, a team of experts can fail to deliver required results because the propensities needed for effective team dynamics and team functionality within the larger organizational structure were not given weight during the team selection process.

Determining Job-level Functionalities

Jobs are typically considered the point of hire, meaning they are the primary focus during recruitment and selection as well as succession planning and performance management. While effective in terms of enabling person-to-job matches, this approach often fails to consider that jobs are typically parts of teams and always contribute to organizational functionalities. Jobs are usually described in terms of static dimensions such as roles, responsibilities, accountabilities and authorities. This information helps define job functionality in terms of the problem-solving, motivational and interpersonal characteristics, etc. associated with successful execution of the work. Other useful questions include:

- What sophistication, scope and depth of knowledge does the job involve?
- What are the levels of analysis, judgement, knowledge and reasoning in the job?
- What skills, knowledge and abilities does the surrounding team require of the job (for example, relationship and communication skills)?
- What skills, knowledge and abilities does the team mandate require of the job (for example, innovativeness)?
- What does job and team performance feedback indicate are important strengths or gaps in functionality that can be enhanced through changes in propensity?

In addition, it is important to identify the ways in which the job is required to be 'productive' from a systems perspective. Does it contribute at the front-end by generating creative ideas or identifying needs, goals, and directions? Does it contribute to implementation in terms of plan development, impactful interpersonal connection building or systematic organization? Does it contribute to execution through thorough task completion and follow-through? What does organizational effectiveness data indicate about this aspect of how the organization is performing? For example, if quality of customer service is a concern, job functionality can emphasize propensities that enhance relationships or achievement of results depending on the nature of the underlying issue.

It is also useful to understand the form of 'leadership' the job is required to provide in terms of giving momentum for an idea, a direction, a way of being or doing that is of value to the organization. The kind of leadership may be:

- thought leadership that envisions direction redefines what matters at a workgroup, process, departmental or total system level;
- relationship leadership that builds relationships or makes things happen with or through others;
- task leadership that defines objectives, organizes activities, and plans logistics for execution; and
- business leadership that makes decisions on methods, actions and timing.

Each of these will give relatively different emphasis to the propensities that may be sought in hiring decisions.

Finally, job functionality can also be understood by triangulating between three 'live' perspectives:

- performer self-perception - what an individual says about how s/he is performing;
- client perception - how a client sees a performer's performance; and
- performer propensity distribution - the behavioural strengths and constraints resident within the performer (group).

By assessing and comparing the results of these perspectives, potential and current functionality can be compared to required functionality, helping to identify enhancements that could contribute to desired future performance.

Beyond defining the 'type' of functionality the job is intended to contribute to the organization, it is also important to determine the 'level' of demonstrated behaviours required. Job performance is always a combination of innate propensities and demonstrated competencies acquired through learning and practice. However, the greater the level of required demonstrated behaviour, the greater the relative weight that needs to be placed on both suitable innate propensities and demonstrated competencies to perform the job.

Resourcing decisions that emphasize alignment of innate propensities with required job functionalities enhance human system functioning by fostering employee satisfaction, self-efficacy and development. For example, alignment increases the meaningfulness of jobs, and with it, intrinsic motivation and the likelihood an individual will contribute discretionary effort. Similarly, work experiences that align with innate talents and interests produce greater willingness to receive feedback and actively pursue self-development to enhance performance. Training and development efforts that align with the natural affinities of the learner increase learning retention and satisfaction.

The Motivating Potential of Jobs

The motivating potential of jobs should always be a factor in defining its functionalities. The table at right shows significant contributors to performer satisfaction.

Element	Relevance
Interdependence	Provides interaction with others
Skill variety	Challenges skills
Task identity	Identifiable piece of work
Task significance	Perceived to impact the work and lives of others
Autonomy	Provides control over what, when, and how
Feedback	Response from job, peers, boss, and recipients of work

Transition into Action: Key Considerations

The following sections describe key considerations for developing an organization design basis that defines organizational functionalities in terms of three interdependent organizing systems: structure, processes, and requisite propensities. The content assumes a significant commitment to systematic capacity building in an organization.

1. Establish Organizational Direction and Outcomes

Organizations need to clearly identify what the organizational system is intended to achieve, i.e., what outcomes the organization is looking to accomplish. This needs to include not only the traditional elements related to market share, profitability, etc. that pertain to viability and competitiveness, but also a clear vision for how the human system needs to function in terms of leadership approach; working environment; and relationships with the community, industry, and regulatory bodies. If articulated in behavioural terms, these will lend themselves to greater ease in defining requisite functionalities that support sustainability and resilience.

2. Determine Adaptability versus Stability Requirements

Organizations function in different environments and require different degrees of adaptability in order to achieve desired outcomes. For example, organizations in volatile markets such as real estate must provide greater degrees of freedom to the workforce than organizations such as banks that require significant management controls to ensure consistent and responsible operations. Because adaptability links the demands of an organization's soft or hard technology with the demands of its environment, it is a critical functionality that needs to be considered at all levels of design. Organizations that need to be nimble in their specific context require job and team designs that offer greater freedom to performers. This freedom can be at the front end in terms of opportunity seeking or idea generation, or in terms of implementation methods and approaches, or even degrees and kinds of follow through at the end of the creative chain.

3. Establish and Apply Design Considerations for the People, Business, and Process Aspects

a) Determine the Predominant Functionality of the Leadership Structure

The senior management team should establish organization design principles and the functionality of the leadership structure. The adaptive capability required of an organizational unit or work group has implications for the form of leadership that will be conducive to ensuring results. This compatibility comes in two forms:

- Alignment of the functionality of a leader role relative to the demands of the work, i.e., work requiring greater degrees of control will benefit from leadership propensities that emphasize systematization, thoroughness and decisiveness; and
- Alignment of the functionality of a leader role relative to the competency, autonomy and relatedness needs of the intended followership including the team dynamics required for successful work performance.

Misalignments in either form are likely to diminish performance. At the same time, diversity of leadership styles, including bridging capabilities, is required to support an appropriately differentiated leadership structure and to support succession over time.

b) Define the Desired Operating Culture

Cultures can be understood in terms of their relative emphasis on three motivational dimensions: achievement, affiliation and social power. Different emphases result in different human system dynamics. For example, an achievement orientated culture will tend to emphasize goal orientation, competitiveness, and depending on the degree of affiliation orientation, teamwork or individualism. Different cultural orientations support or impede organizational effectiveness. Research suggests that humanistic and encouraging cultures are most conducive to sustaining high performance because they sustain healthy human relations, focus on business viability, and emphasize teamwork and frontline ownership of work with authority for decision-making driven to the lowest practical level. Organizational designs can help or hinder emergence of such cultures depending on the functionalities they emphasize.

c) Define the Requisite Learning and Improvement Orientation

Different industries require different levels of emphasis on operating improvement versus other forms of sustainment. Improvement orientation speaks to the degree to which self-reflection and correction, risk mitigation or opportunity realization require constant effort. Depending on the nature of the learning required, different functionalities must be emphasized within the creative chain of the organization and aggregate propensity distribution.

d) Determine the Extent of Process Orientation

Organizations with explicitly defined process orientations require different integrating and improvement mechanisms than pure functional structures. The degree of process orientation significantly shifts required leader level functionalities, and typically also increases the need for integrating teams to ensure cooperation and alignment of many workgroups. Table 3 illustrates some of the attributes of a traditional versus team approach to management.

Table 3: Traditional versus Team Management

Traditional Manager	Team Manager/Coach
Direct the work	Assign process responsibility
Decide how to fix problems	Develop problem solving skills and encourage use
Hire and fire	Develop and encourage individuals and teams
Know the score	Assure information flow to teams
Catch and control mistakes	Reward continual improvement
Know the answer	Create collective wisdom
Pride in personal achievement	Pride in team achievement

4. Use a Team-based Development Approach

The cross-organizational nature of processes and the importance of considering the needs of suppliers and customers (internal and external) means that a team approach to development is necessary. This results in greater acceptance of the organization design and minimizes the risk of sub-optimization by departmental or specialist interests.

Experience shows that optimal results can be achieved using cross-functional development teams of 6-9 people supported by an in-house organization designer, management system process representative, and technical writer. Teams should include or interface with:

- Management team representative(s);
- Process Owners for the overall management system and key human system aspects;
- Discipline-specific representatives who understand the nature of the work, its requirements, desired outcomes, and key interfaces;
- Human Resources and Organization Development staff familiar with the organization's succession plan, compensation system(s) and collective agreement(s) if applicable; and
- Knowledgeable users, customers or other stakeholders who are affected by the outcomes, so that tunnel development and its resulting implementation problems are minimized.

Various participants will have differing views of how the structure would best work. The role of the facilitator is to help the team focus on the mandates to be achieved and the functionalities required for system effectiveness.

5. Apply Project Rigour and a Systematic Design Methodology

Step1: Define Outcome-Focused Process Groupings (Mobilizing Constellations)

The first step is to examine the management system model to determine which processes form mobilizing constellations that support high-level system functionalities. These constellations naturally establish the purpose and focus of a top-level leadership team and the overall direction for the group of inter-related processes. Outcomes of this design step include the key accountabilities, management system roles and responsibilities, and upper-level organizational functionalities. Venues are also articulated for enabling this level, measuring functionality of the level, and monitoring progress towards intended organizational outcomes. Based on this, the leadership, technical and behavioural propensities and competencies for positions are drafted.

Step 2: Define Functional Groupings within the Outcome-Focused Process Groupings

The second step in the design process is iterative. For each outcome-focused process grouping the second level team mandate and composition is defined to support that grouping. It is in this step that the propensities for the first level positions are finalized.

The specific design outcomes for the second level in the organization include the technical profile for each position (expertise and credentials), key accountabilities, management system roles and responsibilities, leadership and behavioural propensities. From this, a recommended design for the structure for the second level of the organization emerges. Based on the compiled information, venues required to monitor process effectiveness and integration within and across process-groupings are also defined.

If additional leader levels exist, this step is repeated across the structure.

Step 3: Define Front-line Teams and Jobs

This step in the design process is similar to the previous step except it focuses on the front-line teams that support middle level organizational structures. The step is iterative. For each functional grouping identified in the second step, the front-line team composition is defined to support each grouping. It is in this step that the second level leader role functionalities for the previous level are finalized.

The specific design outcomes for front-line teams include the technical profile for each position (experience and credentials), key accountabilities, management system roles and responsibilities, leadership and behavioural propensities. From this a recommended design for the structure for the front-line organization emerges. It should also clearly highlight intake positions that feed the structure.

6. Confirm the Overall Design

Once the structure has been designed, it is important to review the entire configuration for understandability, consistency with design parameters, and integration:

- Are the mandates for all teams clearly defined?
- Are critical functionalities highlighted throughout the structure – especially those that will require scarce expertise and/or propensities?
- Are cross-team linkages evident, including involvement, improvement and support teams?
- Are the leadership levels distinctly defined in terms of both their level and discipline specific functionalities?
- Has the accountability framework been clearly defined for:
 - direction setting – ties to strategy maps and score cards?
 - decision making – responsibility and authority limits?
 - communication – information flows and technology?
- Does the structure clearly align with:
 - stated design principles: people, business, process?
 - attributes of the desired culture?
 - intent of nested team mandates?
 - degrees of freedom needed for desired adaptability?
- Have practical design principles been applied?
 - Compatibility / Integration
 - with demands of the technology (high risk industries)
 - with the work processes
 - with organizational functionality and outcomes
 - with people performing the activities
 - Minimum critical specification
 - specify only the essentials to avoid foreclosing options
 - Human-technology interface
 - control variance nearest the source (role of supervision and management) to avoid reactive approaches such as inspections

7. Establish an Organization Design Basis to Guide Future Resourcing and Structuring

Decisions

The organization design basis should be clearly described for easy reference in terms of the intended relationship between functions, levels, and processes as well as requisite functionalities, i.e., how the organization is intended to behave at a high level both in terms of the interaction between different parts of the organization, and across levels. It also needs to articulate how leadership and team configurations support intended degrees of constraint or freedom at various points in the system; and overall, what aggregate propensities will be needed to deliver intended mandates by level, outcome focused grouping, and team.

Documenting the Organization Design Basis

The documented organization design basis should include: organizational principles; desired operating culture; rationale for key aspects of the structure and organizational groupings; key mobilizing constellations, venues, and relationships; how the design integrates the human system, management system processes, and technology; accountability and authority framework; critical propensities at the team and leadership levels; and a glossary of organizational terms. The design basis serves as a baseline for managing risks inherent in organizational evolution and change.

Table 4 on the next page provides questions that can be used to confirm that job, team or organizational unit functionalities will meet the needs of users/incumbents. From an organizational perspective, the questions explore whether the design (structure, processes and aggregate propensities) provides sufficient clarity of thinking and coordination of interaction to achieve intended organizational outcomes. At a team level, similar questions arise, with more emphasis on whether the team design provides sufficient clarity, coordination and engagement for all members to be able to work interdependently to deliver on a mandate. At the job level, the questions shift to whether the design provides appropriate breadth and depth of activity to satisfy the competency, autonomy and relatedness needs that underlie high performance.

The questions in Table 4 can be used to guide workforce, succession and resource planning efforts.

8. Communicate the Design and Imbed Maintenance Accountabilities

Development of an organization design basis is a significant investment in organizational effectiveness. In order to gain the benefits of this investment it is essential that the organization understand key tenets of the design, e.g., teamwork, constructive culture, high adaptability. Human Resources, Training, Organizational Development, and Organization Improvement functions have particular accountability for understanding and reinforcing the integrity of the design through incentives, education, corrective action, and improvement planning.

It is also imperative that senior leaders who will be adjusting structures and making resourcing decisions consistent with organizational directions understand the parameters being managed. An effective approach is to clearly assign accountability for maintenance of the organization design basis.

Table 4: High-Level Functionality: Organization, Team and Individual (Ref. 1)

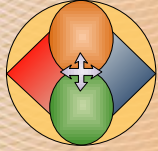
Organizational	Team	Job
<i>Oneness of Mind – Unity of Action</i>	<i>Creating - Sustaining</i>	<i>Intention – Focused Action</i>
Formation – what is the organization setting up to do? Dependability – how will members work together? Focus – what is it trying to accomplish? Buy In – how will it do it? Coordination – how are structure, processes and resourcing connecting it all? Impact – what is the organization equipped to do? Vitality – how is it adapting?	Orientation – why is the team here? Trust Building – how are team members expected to relate with each other? Goal Clarification – what are team members doing together? Commitment – how will they do it? Implementation – who does what, when, where? High Performance – what are they expected to do to help each other? Renewal – why should they continue?	Envisioning – does the job require the individual to shape direction? Relating – does the position require the incumbent to build strong relationships with others? Defining – does the job require the individual to define what is to be achieved? Deciding – does the job require the person to secure the means by which the work will be accomplished? Organizing – does the job require the person to coordinate activities and resources? Flowing – does the job require the person to focus on making it happen? Revitalizing – does the job require the person to evaluate progress and identify the need for change?

Summary

Interpretation of an organization's desired culture and outcomes into a fully articulated organization design basis provides decision-makers, internal educators, and leaders the information needed to systematically strengthen organizational capacity and alignment. In organizations with process-based management systems it helps to integrate the process and functional views into 'functionalities' that can be resourced for successful execution of both organizing systems. Whether function or process based, it provides leaders and employees with a clear understanding of how the human system is intended to work to the benefit of individuals, teams, and the whole organization.

References

1. Drexler, A., Sibbet, D. and Forrester, R., Team Performance Model Abstract, San Francisco: The Grove Consultants International, 2011.



Intelligent Organizational Systems

... Aligning Meaning, Propensities, and Systems

Creating shared flow in clean space

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