



**PROUDLY PRESENTS**

## **Developing Organisation Structure Workshop**

### **What's in it for you?**

Developing organisation structure is one of the most poorly applied management activities. It is often done by moving boxes around on a sheet of paper, putting people into the boxes with little or no participation and poor communication. Commonly, implementation is too fast without much consideration of the implications for the people affected. Also, reorganising the structure occurs far too frequently in many organisations, considering that it is one of the most disrupting things a manager can do. It is often a panacea for poor performance.

This workshop will give your executives an understanding of the importance of developing effective organisation structure and doing it only when the present organisation is the real cause of poor performance and delivery, or when new strategies call for new structures. It will also give them an in-depth understanding of how and when to do it.

### **Who should attend?**

Any manager who has the authority to develop or change organisation structure in an enterprise.

### **What is the objective of the workshop?**

To provide executives with an in-depth understanding of the theory and practice of developing organisation structure, and the tools to reorganise effectively at the right time.

### **Content**

- 📖 Introduction to Organisation Structure
- 📖 Organisation Structure in detail
  - Top down/bottom up.
  - Interactive.
  - Participatory.
  - Principles of organisation structure:
    - The principle of the RC factor.
    - The principle of minimum levels and localness.
    - The principle of mission focus.
    - The principle of balanced specialisation and multi-skilling.
    - The principle of glass boxes.
  - Structure.
  - Why organisation structure is important in an enterprise.
  - Without structure freedom is reduced.
  - There are only three types of organisation structure:




- Specialised,
- Process Complete or
- Combinations of these.


 Technique for developing organisation structure:

- Define or confirm the enterprise values, vision and mission.
- Draw an organogram of your present organisation structure showing also the categories of work which are the accountability of each job.
- Identify and define the unique specialised categories of work that must be done to achieve the mission.
- Divide each category into sub categories (each uniquely different from the others) and divide the sub categories into sub-sub categories and so on until you have arrived at the smallest sensible divisions of work.
- Draw an organogram for the categories and sub categories required to meet your mission on the basis of the specialised structure, omitting all leadership jobs.
- Decide which of the three bases (specialised, process complete or combination) will be the most appropriate for your team and re-do the organogram to provide for this.
- Complete the organogram for the realistic ideal structure by inserting required leadership jobs, providing for maximum spans and appropriate localness.
- Below each job on the chart show its (abbreviated) purpose and the categories of work for which it is accountable.
- Develop an action plan to move from your existing structure to the new structure.
- Obtain understanding and acceptance of the structure and the action plan from your peers and team members. This should be easy since you should have developed both with your people.
- Obtain approval of the structure and plan from the leader of the team of which you are a member.
- Implement the plan and do a debriefing with your team to avoid future difficulties.

 Action Plans

- What they are
- How and when to write them.

 Self-evaluation

 Templates and examples

**Each workshop includes the vital skill of Action Planning!**

This workshop is one of the building blocks of the world-class

**T<sup>3</sup> Leadership/Management System**

A fully integrated system to run any enterprise, including hard and soft skills.

**General Information**

**Price:** Prices to be provided on request

**Duration:** Three days

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