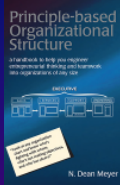


IPMA

Is Your Organizational Structure Getting In Your Way?

N. Dean Meyer

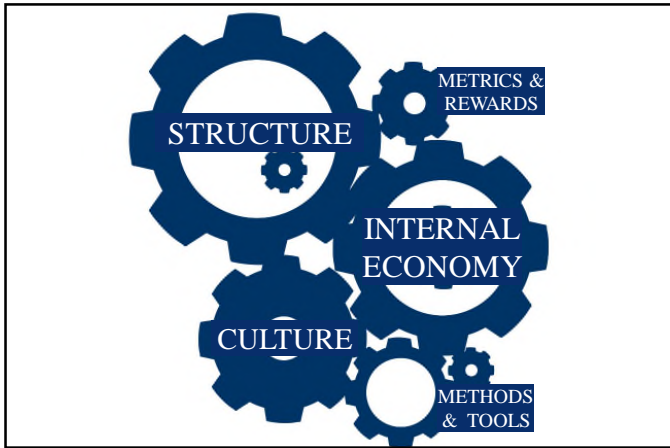


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What's Your Most Important Job?

- Technology decisions?
- Strategic business initiatives?
- Cybersecurity?
- Talent?

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Science Applied to Structure

- **science** n. The observation, identification, description, experimental investigation, and theoretical explanation of phenomena.

– American Heritage Dictionary

- Engineering science:
 - Firm principles
 - Well-defined constructs



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Fundamental Principles

1. Golden Rule: Empowerment
 - Authority = Accountability
 - Manage by results, not tasks

Never define one box whose job is to disempower another box

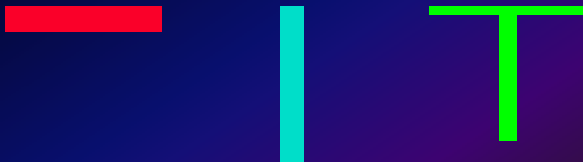
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Fundamental Principles

1. Golden Rule: Empowerment
2. Specialization

$$\text{VARIETY} = \text{COMPLEXITY} * \text{PACE}$$



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Fundamental Principles

1. Golden Rule: Empowerment
2. Specialization
 - Productivity = lower costs
 - Speed (learning curve, methods)
 - Quality = usability, capability, maintainability, life-cycle costs
 - Risk = reliable delivery
 - Innovation (keep up)
 - Reduced stress (confidence)
 - Motivation (excel, career opportunities)



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Fundamental Principles

1. Golden Rule: Empowerment
2. Specialization with teamwork



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Fundamental Principles

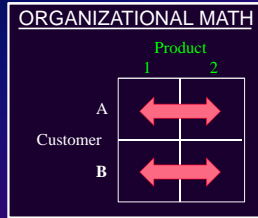
1. Golden Rule: Empowerment
2. Specialization with teamwork
3. Precise domains
 - Clear boundaries
 - No gaps
 - No overlaps
 - Feasible requisite variety

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Fundamental Principles

1. Golden Rule: Empowerment
2. Specialization with teamwork
3. Precise domains
4. Basis for substructure
 - Customer
 - Product
 - Services

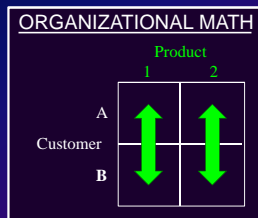


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Fundamental Principles

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2. Specialization with teamwork
3. Precise domains
4. Basis for substructure
 - Customer
 - Product
 - Services



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Fundamental Principles

1. Golden Rule: Empowerment
2. Specialization with teamwork
3. Precise domains
4. Basis for substructure
5. Conflicts of interests
 - Invention vs. operational stability
 - Purpose-specific solutions vs. component solutions
 - Enterprisewide decisions vs. product expertise
 - Technical excellence vs. unbiased business-driven
 - Service vs. audit

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Fundamental Principles

1. Golden Rule: Empowerment
2. Specialization with teamwork
3. Precise domains
4. Basis for substructure
5. Conflicts of interests
6. Professional synergies: cluster common specialties
 - Mentoring
 - Professional exchange
 - Career paths
 - Gaps and overlaps
 - Specialization
 - Innovation

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Fundamental Principles

1. Golden Rule: Empowerment
2. Specialization with teamwork
3. Precise domains
4. Basis for substructure
5. Conflicts of interests
6. Professional synergies: cluster common specialties
7. Nature of specialty: business-within-a-business

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Why Do Entrepreneurs Love Their Jobs?

- Empowerment
 - "...owning my time, choosing which hours I work."
 - "...I work as I wish to, within my own sense of professionalism and ethics."
 - "...control over decisions."
 - "...I'm not a good rule-follower; I like making my own rules."
 - "...the creativity -- there's no limitations on my ideas."

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Why Do Entrepreneurs Love Their Jobs?

- Empowerment
- Identity with results
 - "...make things happen."
 - "...the adventure of starting something and getting it done."
 - "...building and creating value."
 - "...the sense of accomplishment."
 - "...knowing that I've added value."
 - "...setting my own goals in life, and then reaching them."
 - "I'm an artist of necessities; I love filling society's needs."
 - "I want to be a game-changer."

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Why Do Entrepreneurs Love Their Jobs?

- Empowerment:
The "Golden Rule" of organizational design
AUTHORITY = ACCOUNTABILITY
- Identity with results: products and services that benefit customers

**Why not cultivate entrepreneurship
within an enterprise?**

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What It Takes to Earn Market Share

- Build great partnerships with customers
- Proactively contribute to customers' strategies
- Offer a comprehensive, innovative catalog of services
- Offer best value
- Give customers control of what they "buy"
- Flexibly tailor solutions to customers' needs
- Meet every commitment
- Optimize the safety of the enterprise's assets (including information) and people
- Innovate in a way that prepares you to deliver tomorrow's opportunities

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Fundamental Principles

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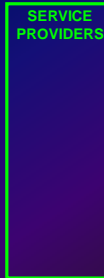


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Building Blocks of Structure

Keep things running efficiently, reliably, safely



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Building Blocks of Structure

Product support
Internal support
Other lines of business

PEOPLE
Product Support
- Customer service
- Education
- Ad hoc reports

SERVICE PROVIDERS

ASSET
- Computer center
- Network ops.
- SaaS, BI

PEOPLE
- Cust. service
- Education
- Ad hoc reports
- Technicians
- Access admin.
- Writing
- Multimedia serv.
- Project fac.
- Librarian
- Administration
- Finance
- HR

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Building Blocks of Structure

Product support
Internal support
Other lines of business

PEOPLE
Product Support
Internal Support
- Technicians
- Access administration
- Writing
- Multimedia services
- Project facilitation
- Librarian

SERVICE PROVIDERS

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Building Blocks of Structure

Product support
Internal support
Other lines of business

PEOPLE
Product Support
Internal Support
Other Lines of Business
- Administration
- Finance
- HR

SERVICE PROVIDERS

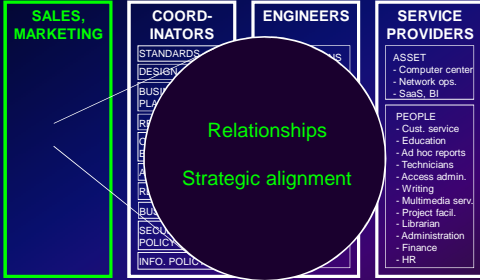
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Building Blocks of Structure

Business specialists, product generalists

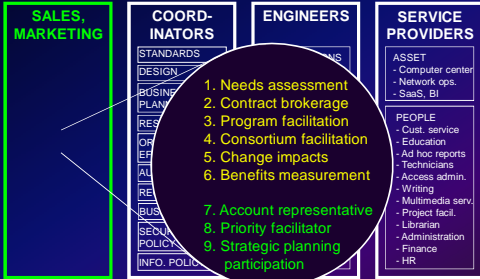


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Building Blocks of Structure

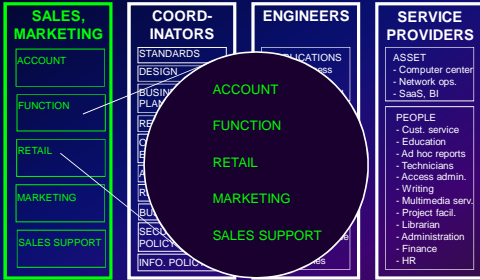
Business specialists, product generalists



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Building Blocks of Structure




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Four Questions

1. Gaps
 - A. Unreliable processes [3]
 - B. Reduced specialization [2]
 - C. Overlaps [3]
2. Rainbows
 - A. Reduced specialization [2]
 - B. Conflicts of interests [5]
3. Scattered Campus [6]
 - A. Less professional exchange [6]
 - B. Domain gaps (see Question 1)
 - C. Domain overlaps [3]
 - D. Less coordination [6]
 - E. Not a whole business [7]
4. Inappropriate Substructure [4]
 - A. Reduced specialization [2]
 - B. Domain overlaps [3]
 - C. Inappropriate biases [4]
 - D. Not a whole business [1, 7]

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High-performance Teamwork

- Self-forming project teams
 - Laterally: Each function acquires help directly from peers.
 - Just the right people: Each function acquires only the help it needs for each unique project/service.
 - Just the right time: People deliver results, then they leave the team.
- Self-managing project teams
 - Clear individual accountabilities: Each function is fully accountable for delivery of its own products/services.
 - Clear chain of command: Problems are resolved within the team.

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Implementation: Importance of Participation

- Buy-in
- Understanding
- Knowledge they bring
- Ability to teach others
- Time to success

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Implementation: Overview of Process

1. Education (Rainbow Analysis)
2. Design
3. Selection
4. Domains
5. Catalogs
6. Walk-throughs
7. Roster
8. Announcement
9. Education
10. Migration

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*"I'd have to say that
a principle-based structure
has been one of the
best investments
I've ever made."*

Sergio Paiz, CEO, PDC



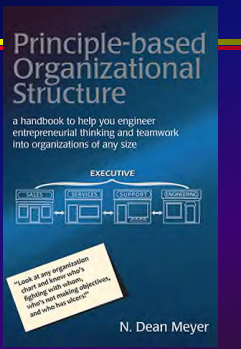
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