

WORKING TOGETHER

Pre-Session Results, Theory,
Questions



How I propose to use this information:

- Input for Monday
- It shouldn't tell you what to think, but give you something to think about
- Feel free to change your mind 😊
- Goals for Monday:
 - Decide general organizational structure
 - Decide Management Team size and composition
 - Decide what actions need to be taken as a result of the session e.g. how to involve others, get buy-in, etc.

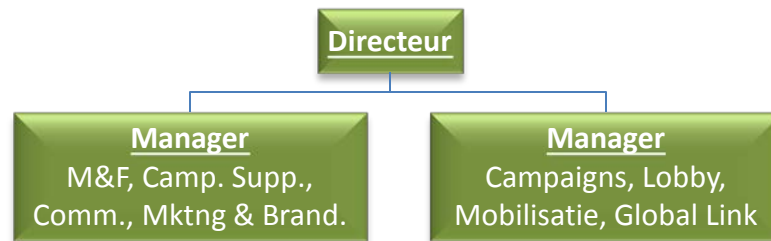


Pre-Session Results: Tom



Notes

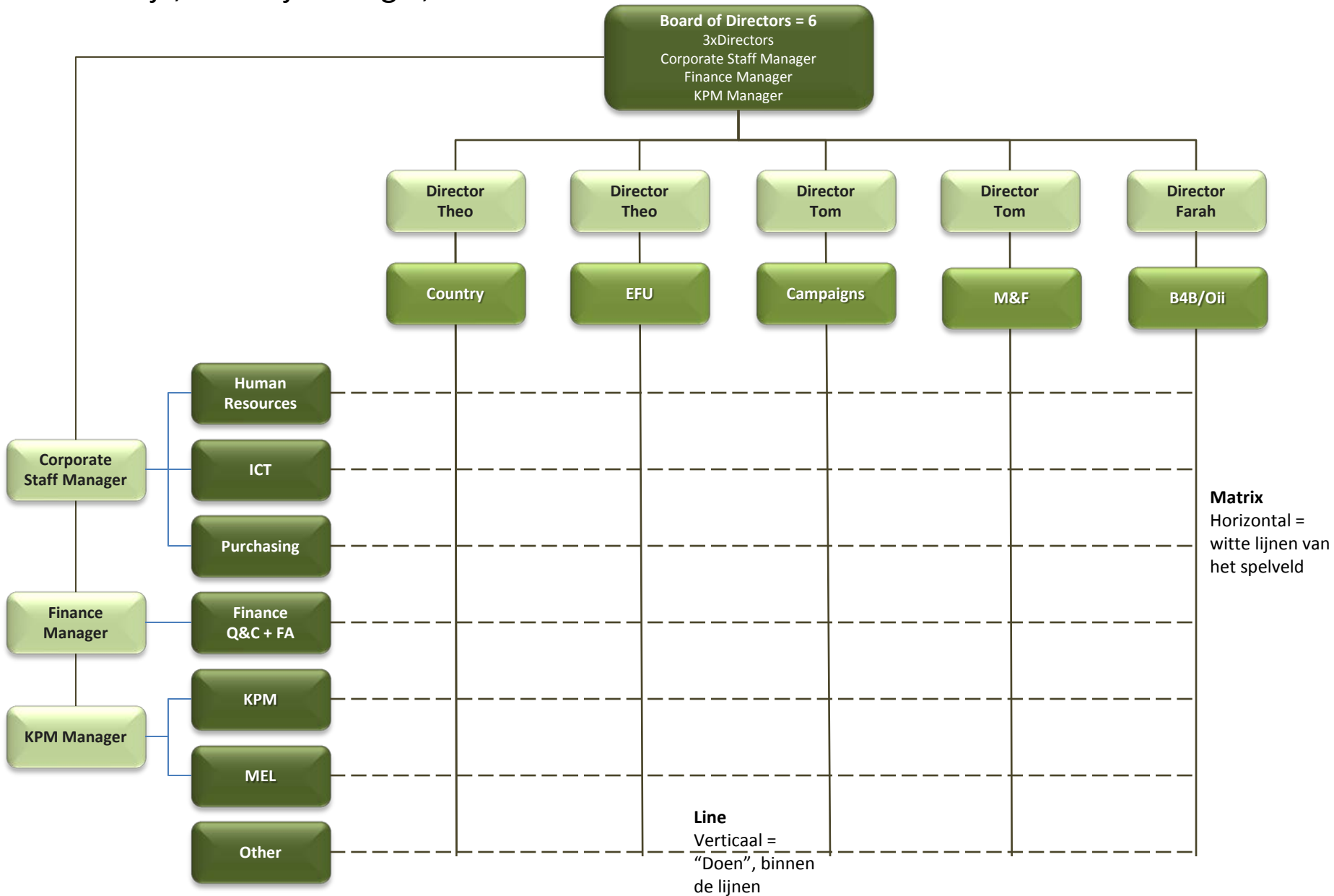
- Groot deel van het huidige structuur is bepaald uit het verleden, e.g. MFS
- We hebben de neiging om sterk te identificeren met de bureau waar we in zitten
 - Beperkte view op de organisatie
 - Belangen van dat bureau leidend in wat je doet
- We zitten al minstens 6 jaar in continu verandering – wellicht intressant om een meer project-georiënteerd organisatie te hebben
- Tom's bureau



- Brengen wij de MTB, MTP, CMT, DV, enz in het structuur?
- 8, liefst minder, in de Management Team

Structuur tot 2016 +/-

Duidelijk, Past bij strategie, Flexibel



Pre-Session Results: Theo



Notes

- Assumptions

- Zoveel mogelijk in Oxfam willen gieten

- Reducing transactional costs

- Beter in moeten worden: wie heeft het voor het zeggen op welke onderwerpen, e.g. strategie, HR, ICT, CO

- What is in de regelgeving; wat zijn de basis of minimum standards

- Sturen op “output”

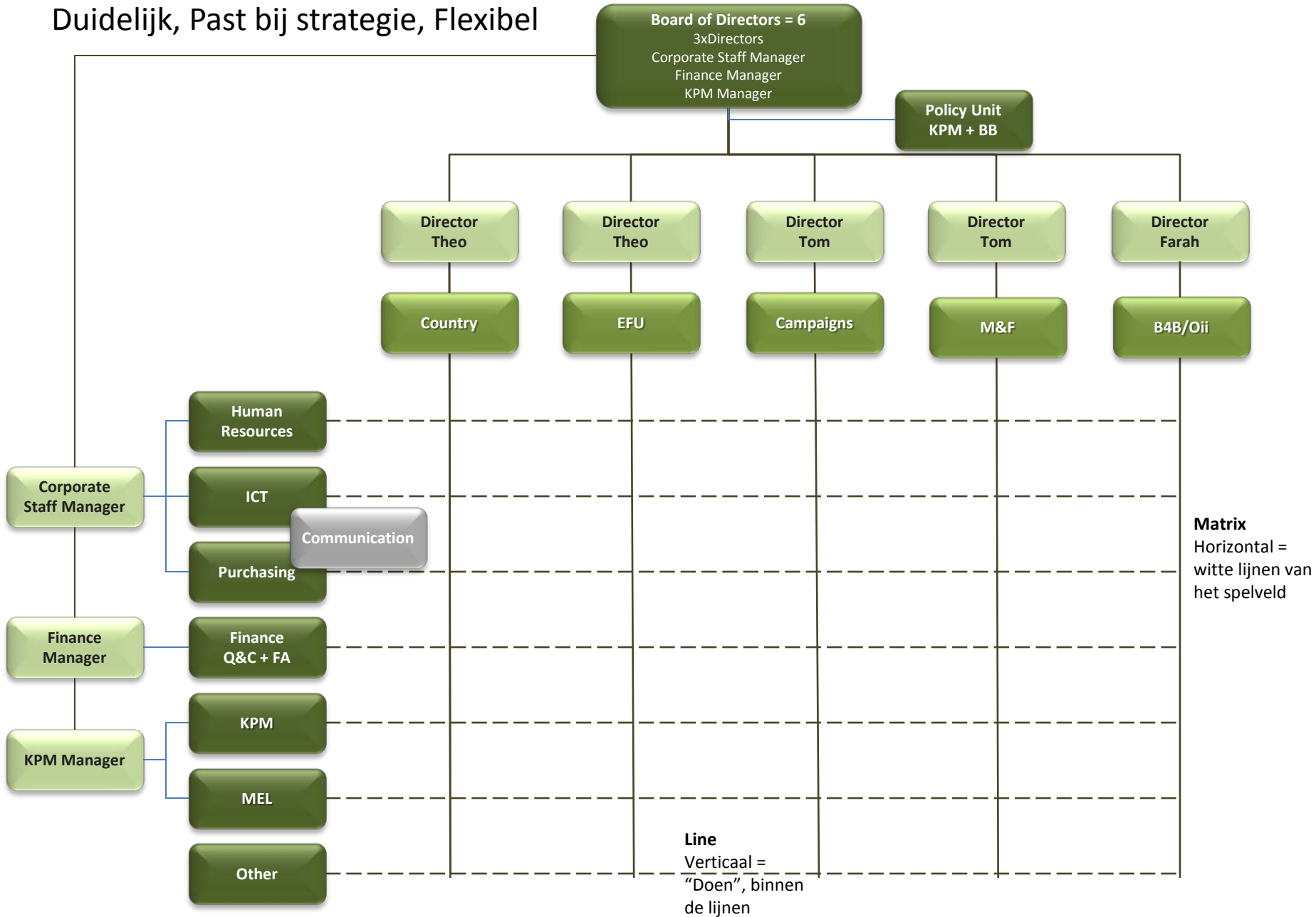
- Programmatic Approach

- inhoudelijk policy development mensen allemaal bij elkaar om een thematic policy te maken/bijhouden/implementeren

- Capacity-building – organisational agility, leadership, CO, HO


Structuur tot 2016 +/-

Duidelijk, Past bij strategie, Flexibel



Thought-Starters

Central vs. De-central

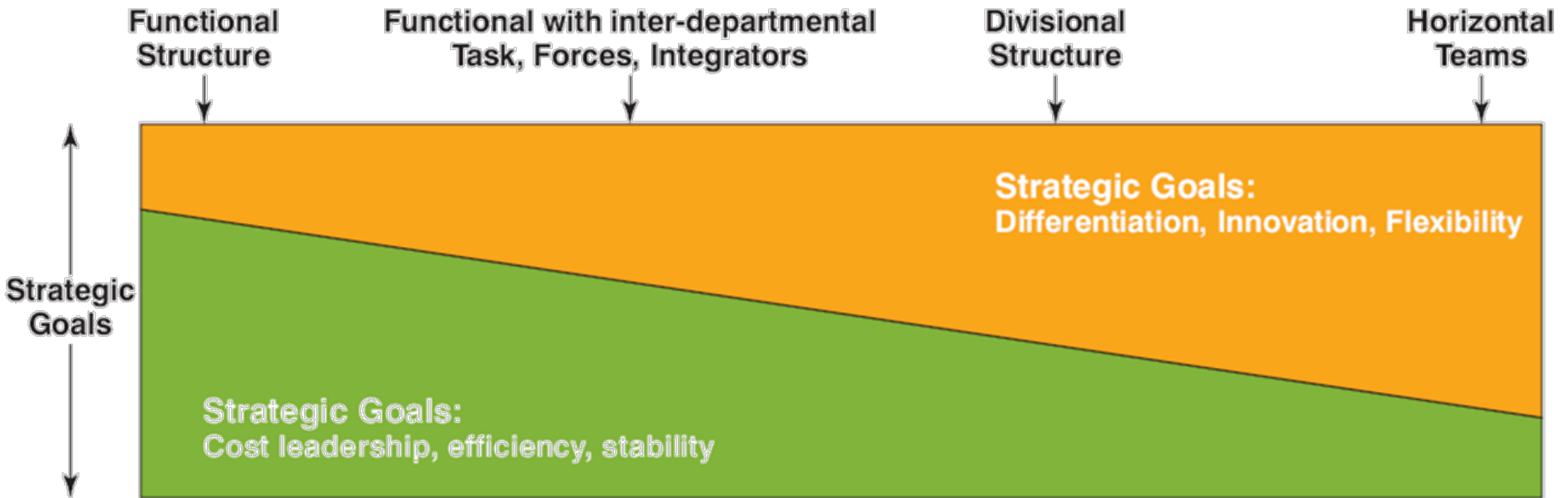


Centralization means that decision authority is located near the top of the organization



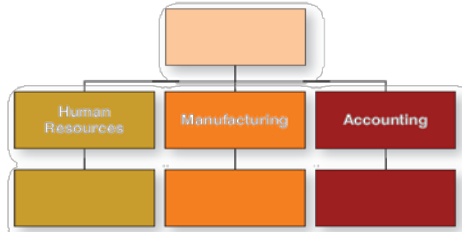
Decentralization means decision authority is pushed downward to lower organizational levels

Relation of Strategic Goals to Structure

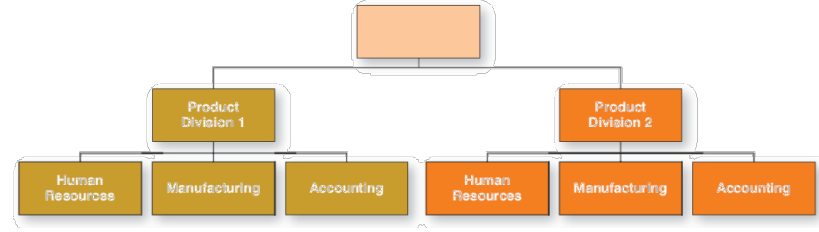


Standard Structures

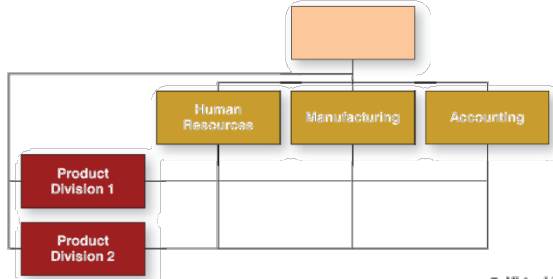
1. Vertical Functional



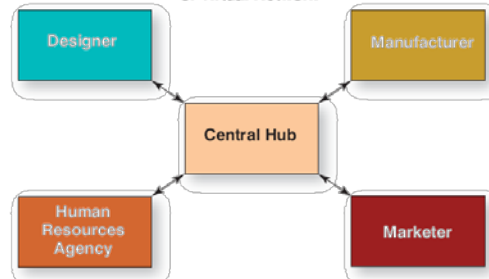
2. Divisional



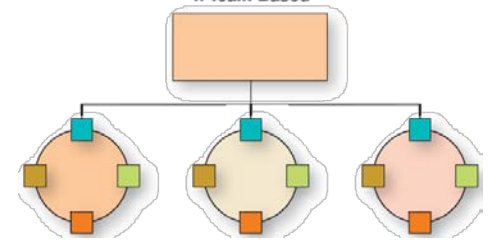
3. Matrix



5. Virtual Network

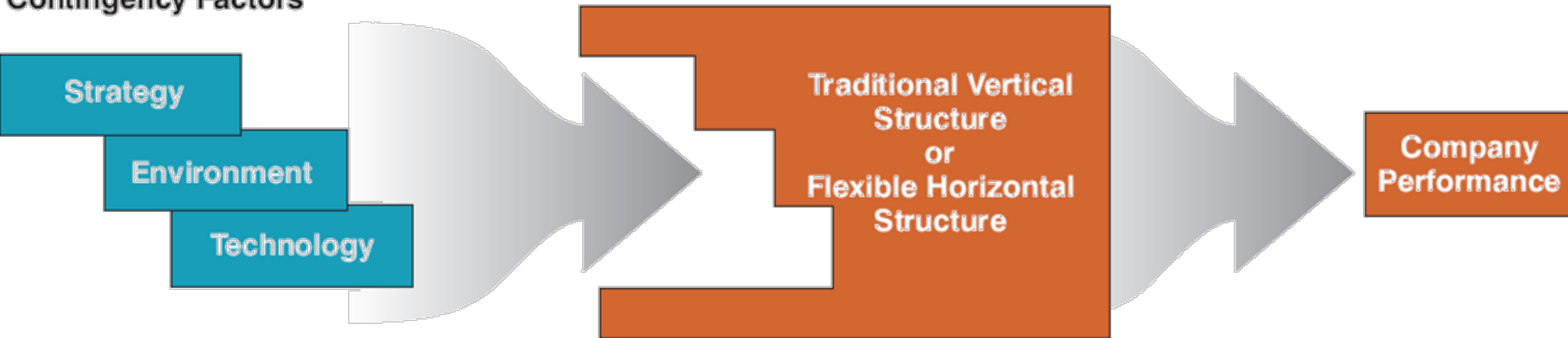


4. Team-Based



Structure Influencers

Contingency Factors



Strategy

Environment

Technology

Traditional Vertical
Structure
or
Flexible Horizontal
Structure

Company
Performance

Environment and Structure

		STRUCTURE	
		Vertical	Horizontal
ENVIRONMENT	Uncertain (Unstable)	Incorrect Fit: Vertical structure in uncertain environment Mechanistic structure too tight	Correct Fit: Horizontal structure in uncertain environment
	Certain (Stable)	Correct Fit: Vertical structure in certain environment	Incorrect Fit: Horizontal structure in certain environment Organic structure too loose

8 Questions to Answer

1. Does this align with our strategy? Culture?
2. Uses our Resources efficiently?
3. Do we have the right people to do this?
4. Is Duplication avoided? Too many Gaps?
5. Responsive to change?
6. Is this structure Future proof?
7. Compliant with Governance issues?
8. How do we make Department Accountabilities clear? Ownership?