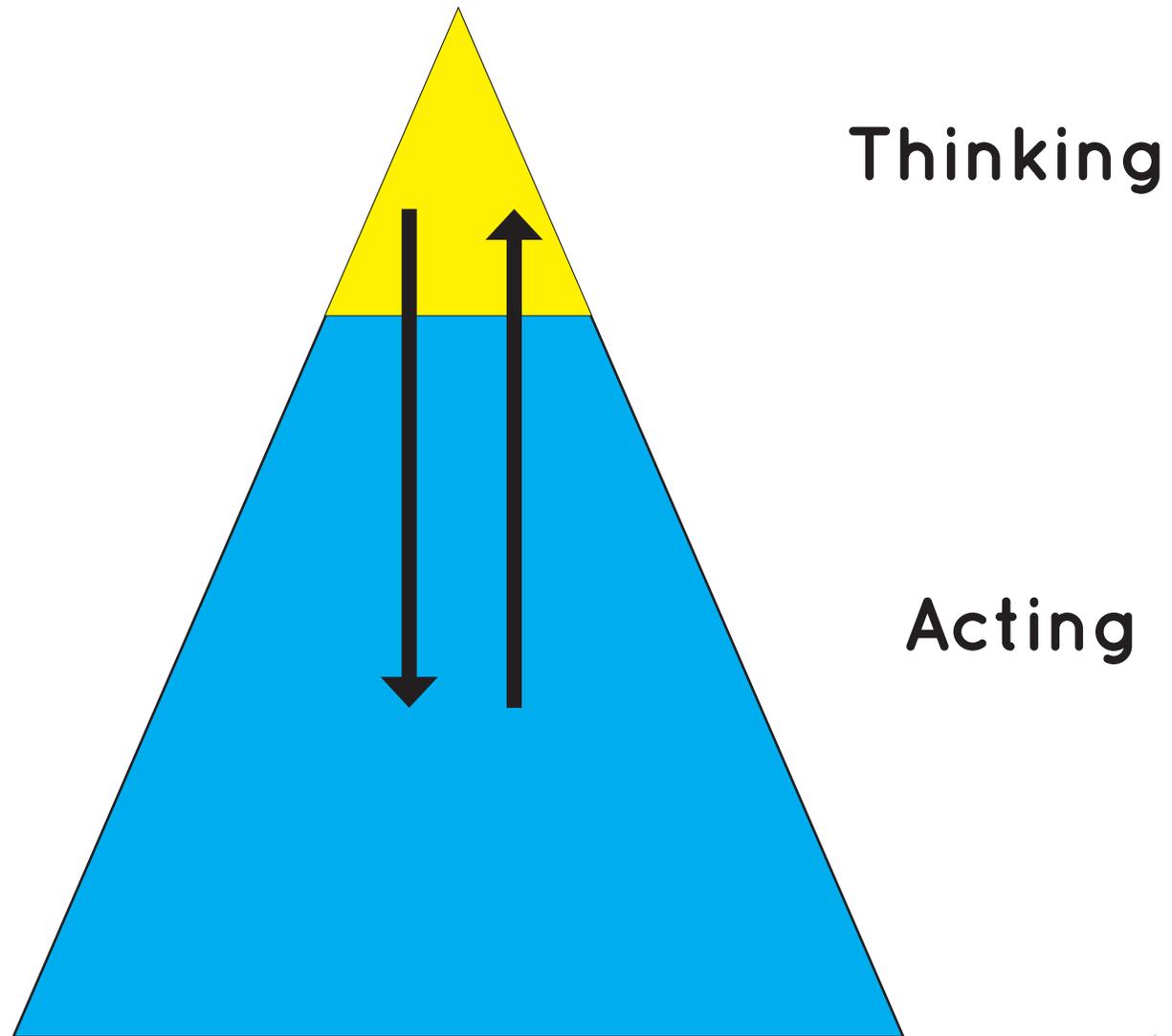


Organisation for complexity



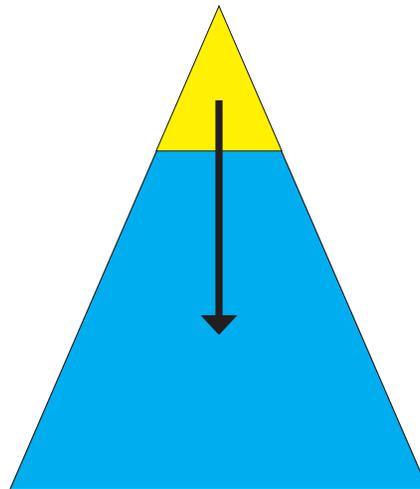
Facilitator: Riça Muckenhirn

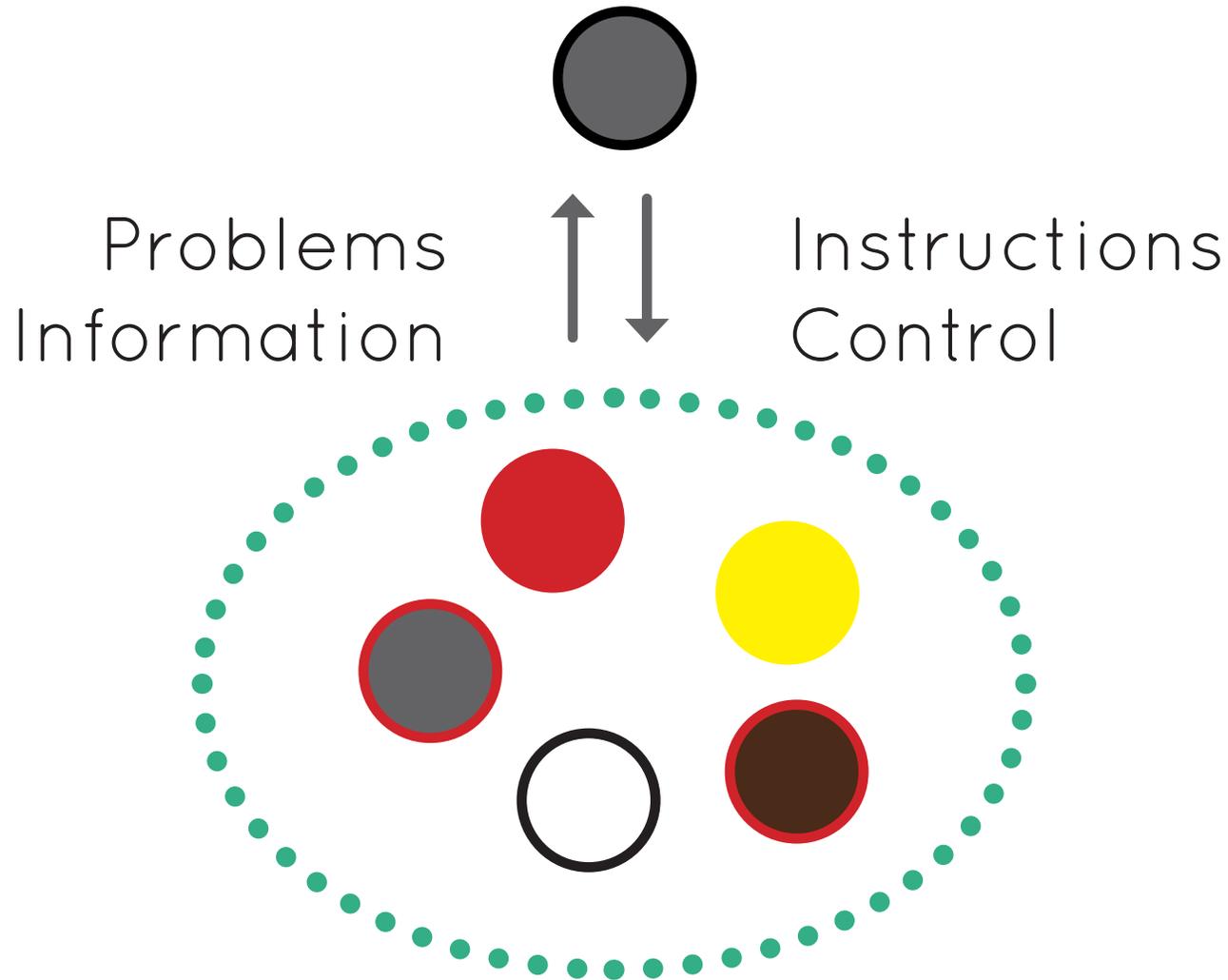
Structure 1: Formal Structure



Alpha Design Principle

- External control through managers
- Information is passed upwards
- Decisions from the top down
- Rules as a tool of power

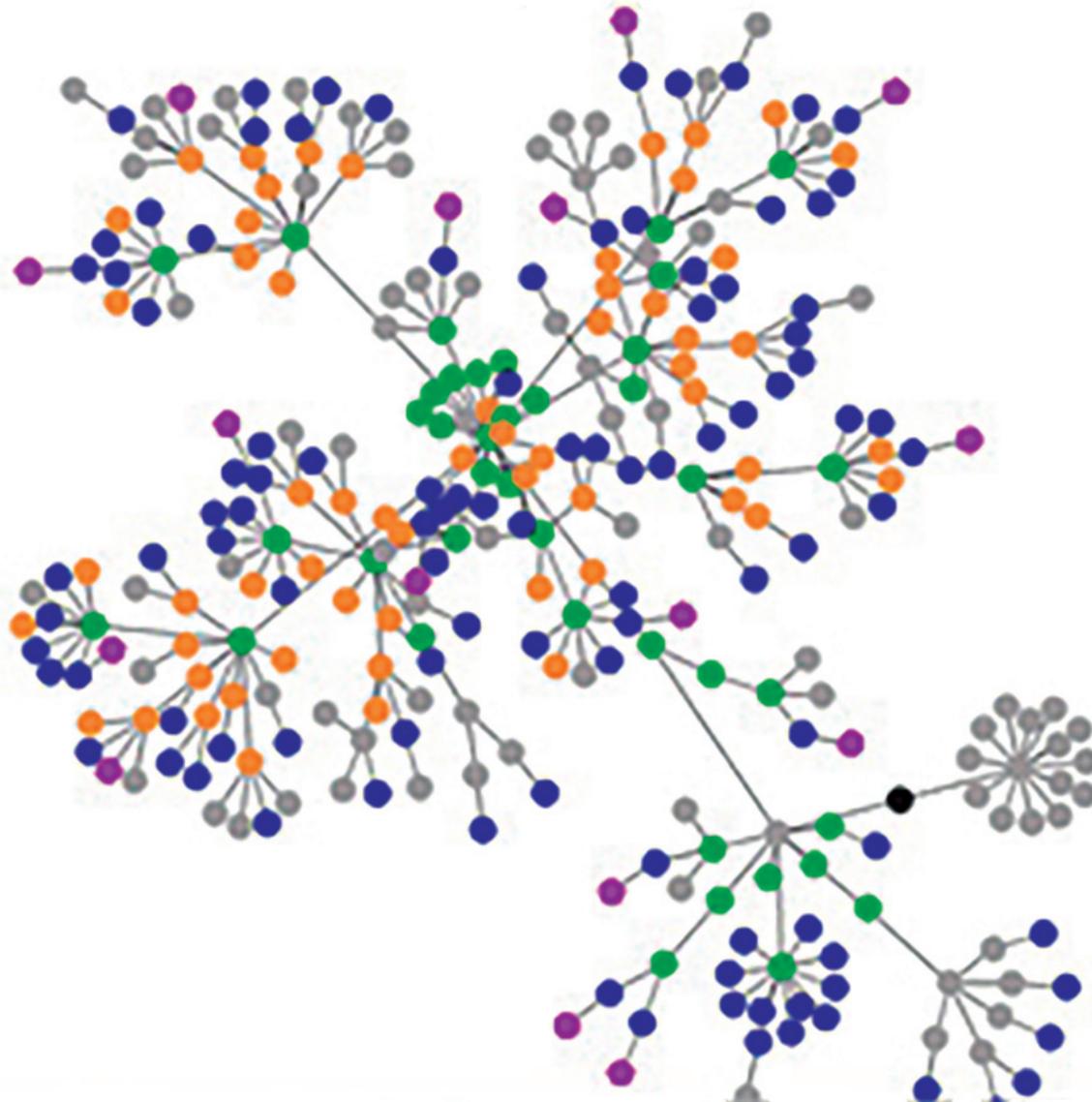


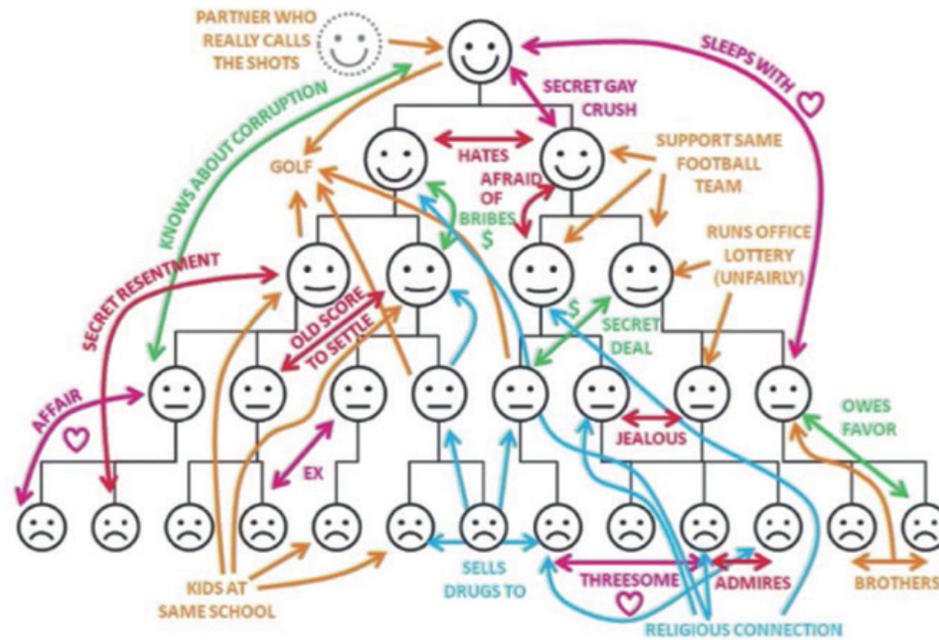
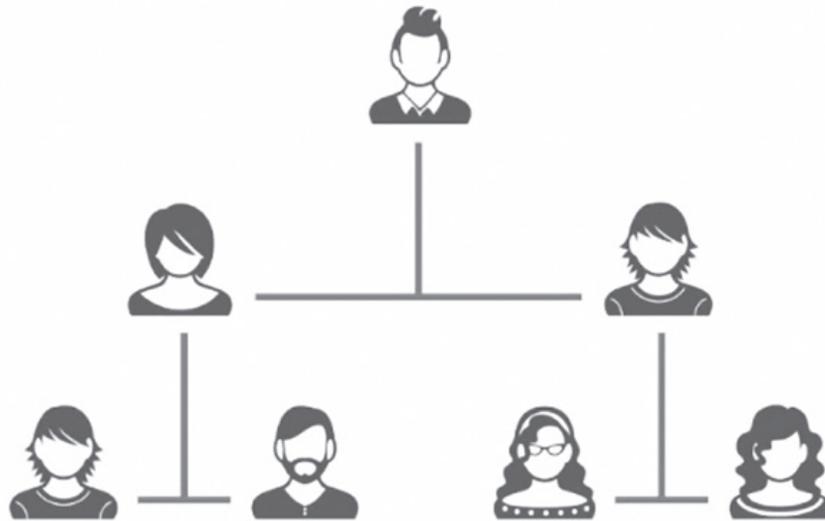


Framework:

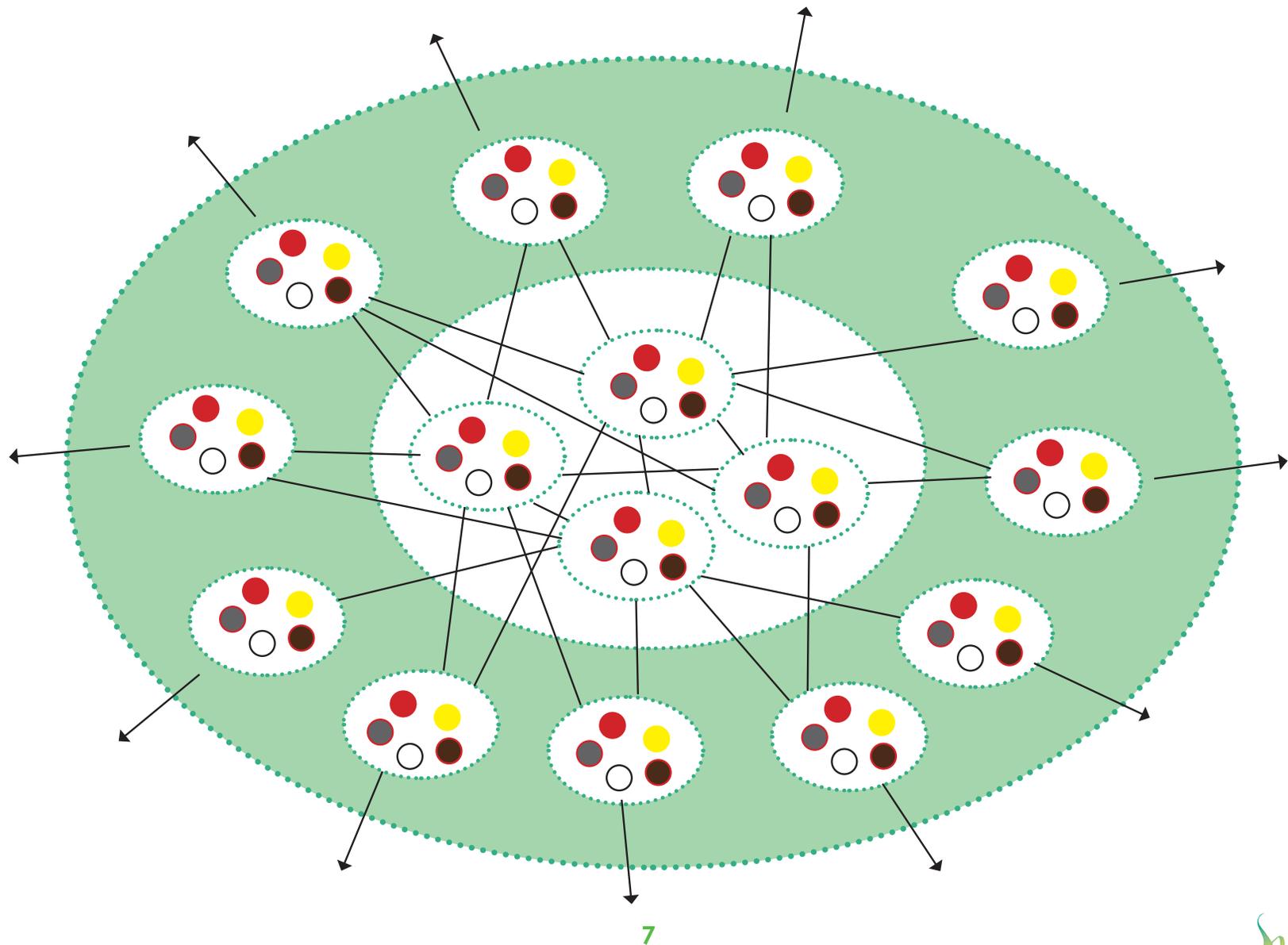
Rules, responsibilities, job descriptions

Structure 2: Informal Structure





Structure 3: Value generation structure

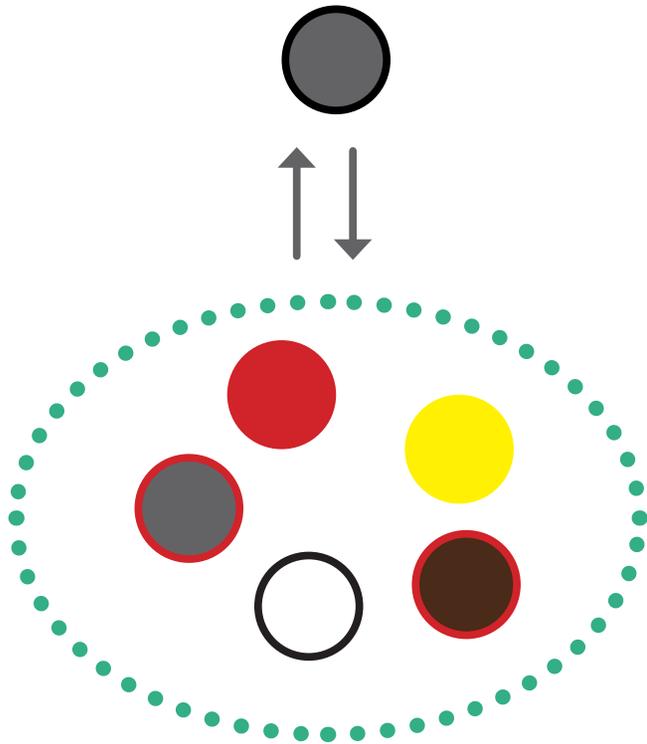


Beta Design Principle

- Self-regulation within teams
- Control through transparency and social pressure
- Principles of common/shared responsibility

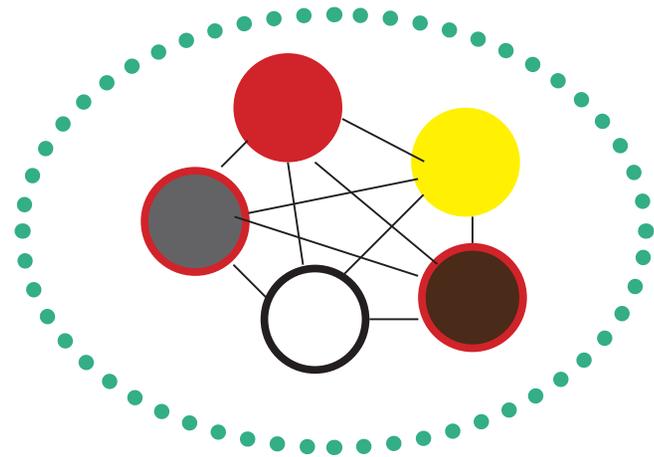


From Alpha to Beta



Framework:

Rules, responsibilities,
job descriptions



Framework:

Shared values,
principles, roles,
objectives

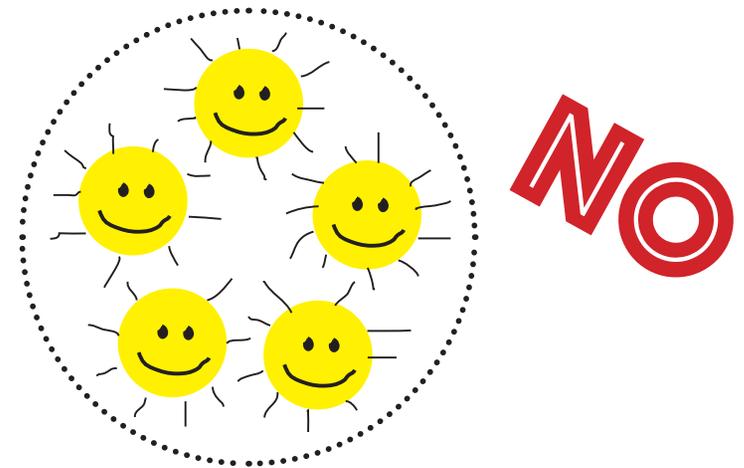
Generating "social pressure"

- Let actors meet in reasonable teams.
- Give teams common responsibility for common objectives.
- Ensure transparency of all information
- Ensure comparability of team results between teams.

Self-organisation arises from the teams

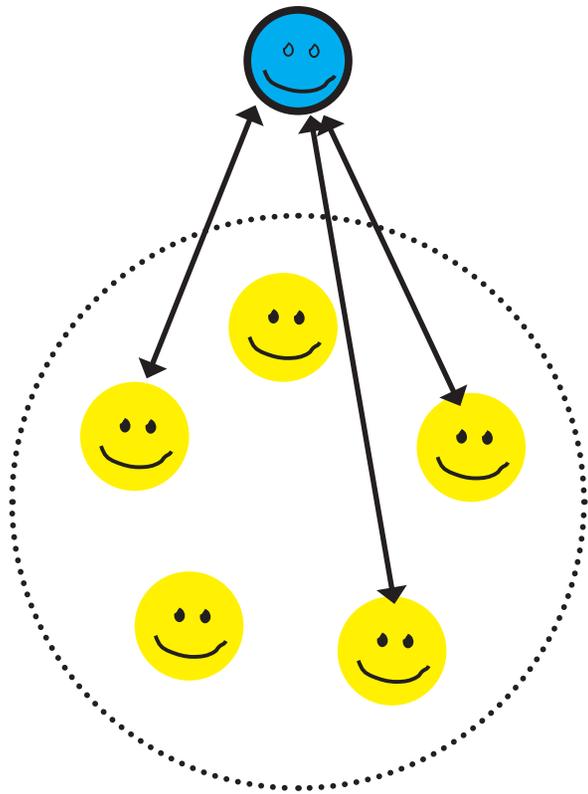


A productive approach to complexity and self-organisation always involves **empowering the team...**

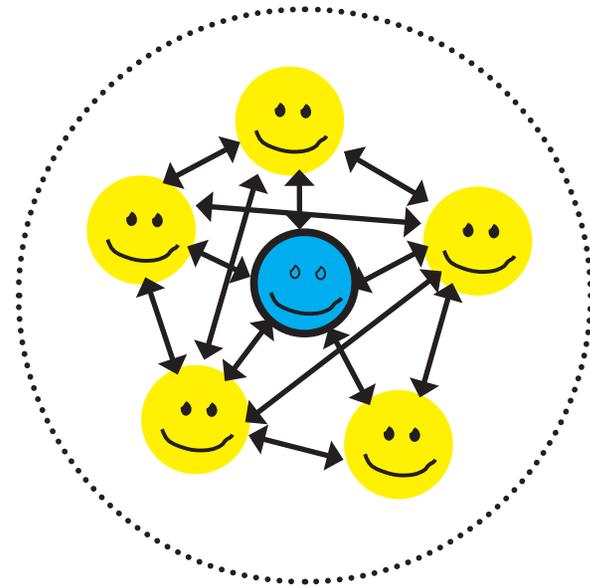


... y **no empoderamiento de individuos.**

If managers cede power and responsibility to teams, their status also increases.



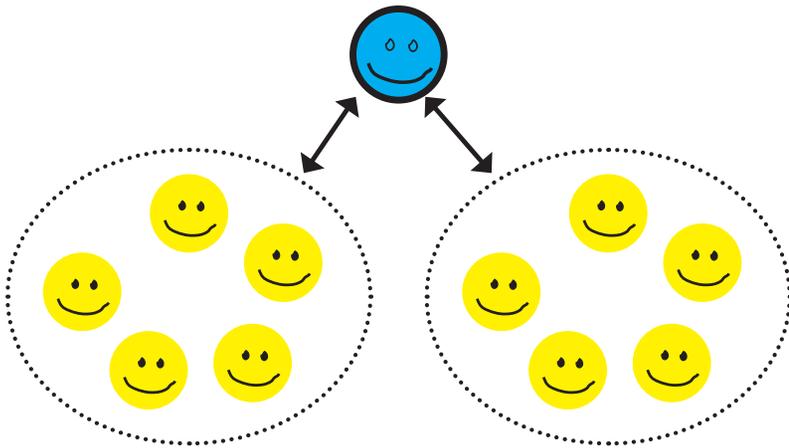
Low/average performance



High/above average performance

Communication between teams

Principle Alpha

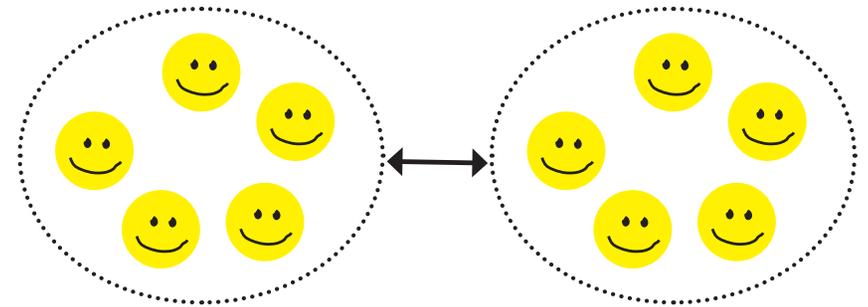


Coordination and communication through a manager/coordinator.

Very typically comes together with a functional division and Taylorism.

In stable and slow markets/sectors sufficient.

Principle Beta



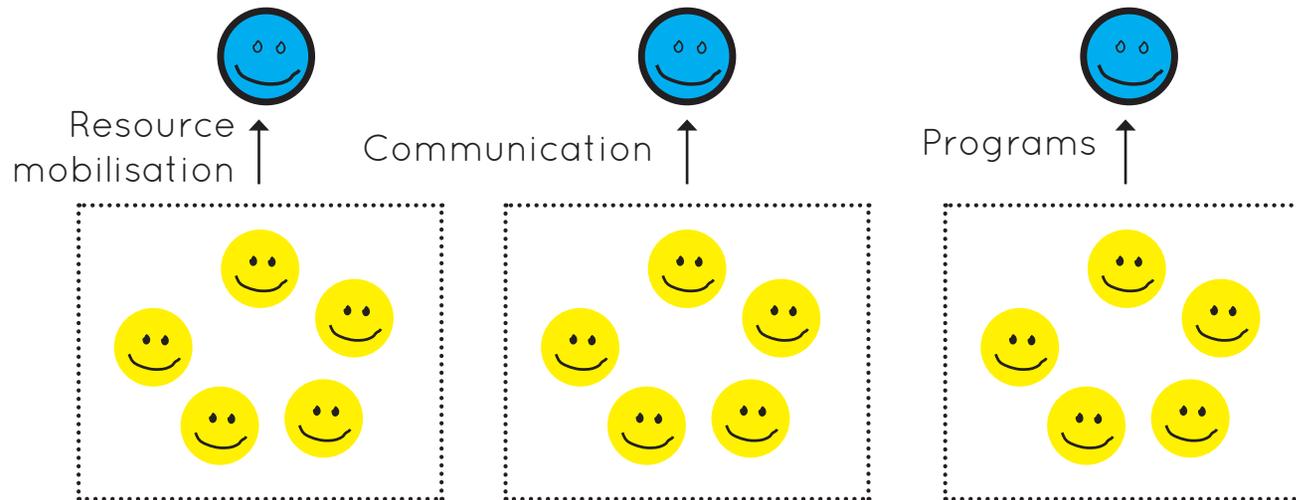
Coordination and communication not through senior management, but across the board.

Very typically comes together with market mechanisms.

In dynamic markets/sectors it is superior and performs better.

Differentiate between "division"

Principle Alpha



A division (area, department...) institutionalises the functional division and as a result groups of experts (resource mobilisers with resource mobilisers, facilitators with facilitators...). as a result groups of experts (resource mobilisers with resource mobilisers, facilitators with facilitators...).

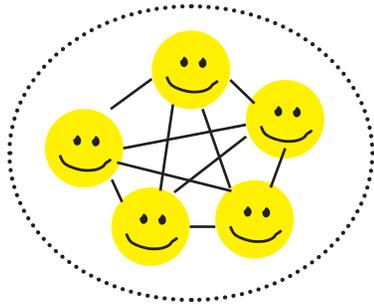
These have to be coordinated vertically and horizontally.
Intersections emerge: processes flow across different divisions.

Result: Actors work in parallel, not in their teams.

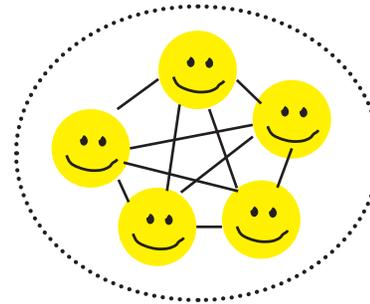
Diferencia "división" y "célula"

Principle Beta

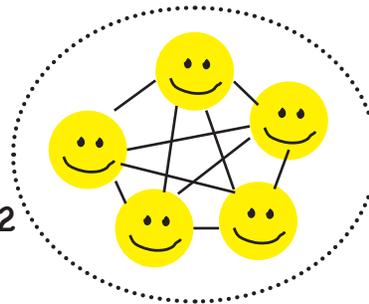
Project team 1



Project team 3



Project team 2



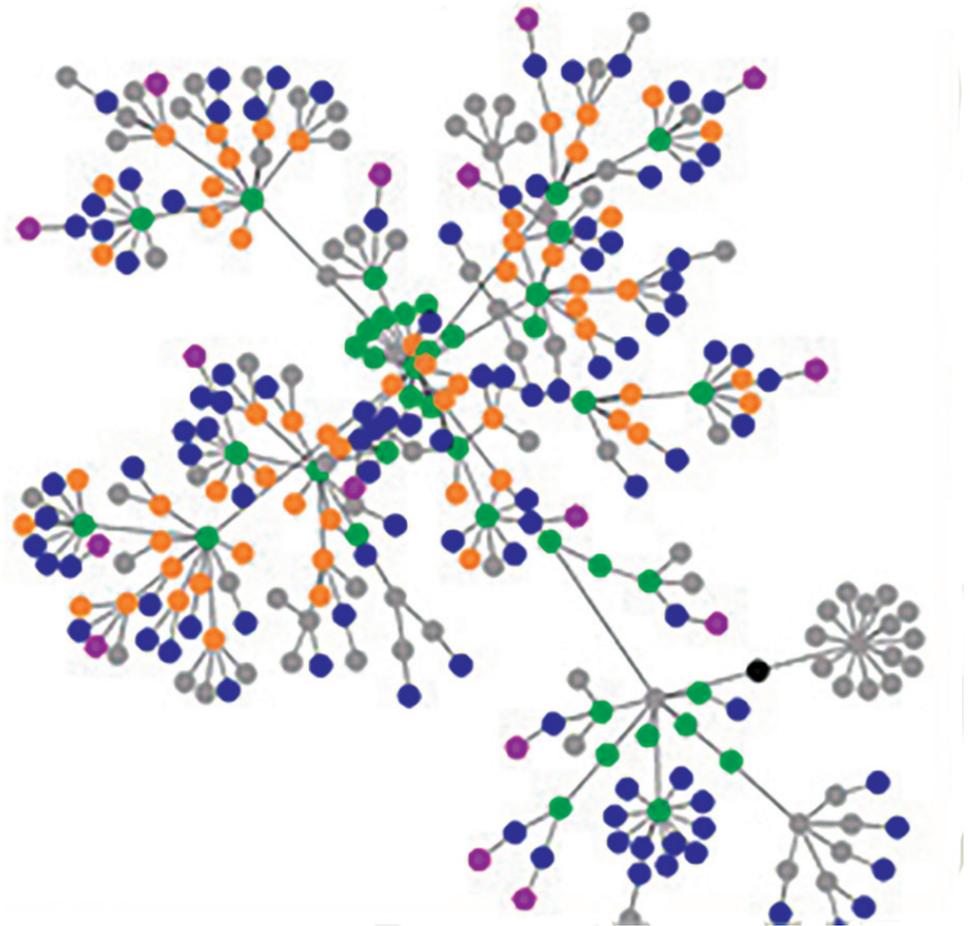
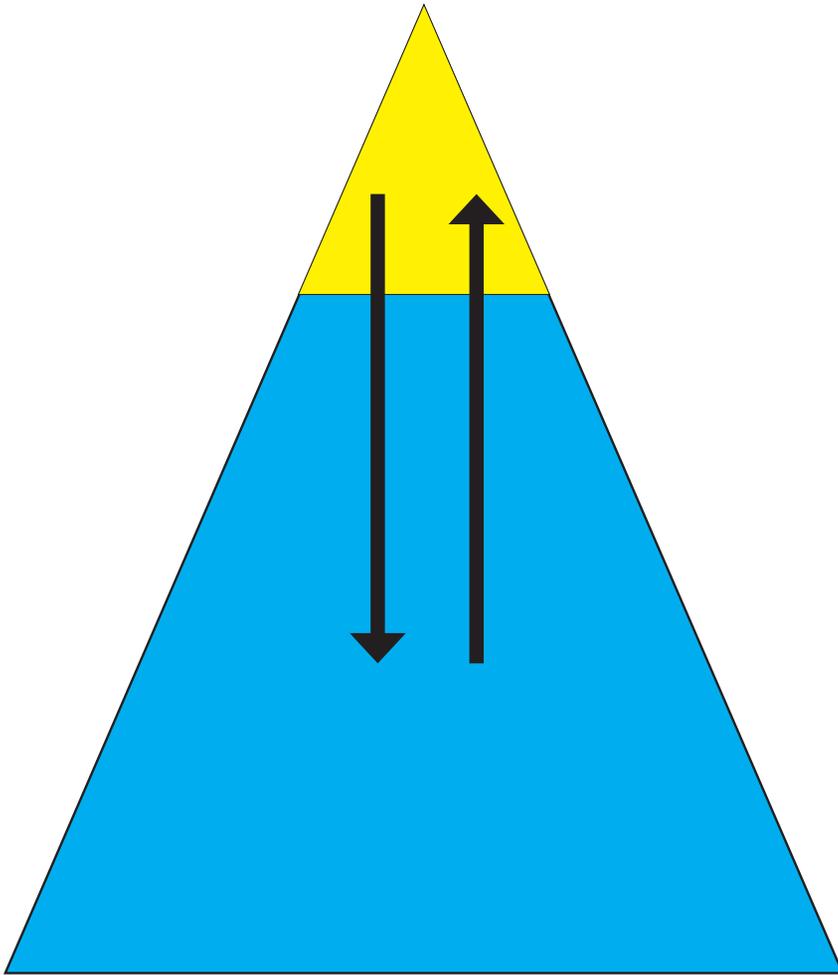
A cell is functionally integrated or extending to functions - the same functions are found in different teams.

Communication between teams is peer-to-peer, at the same level.

Work processes flow mostly within each cell.

Result: Teams work for each other and together.

Making the best of what already

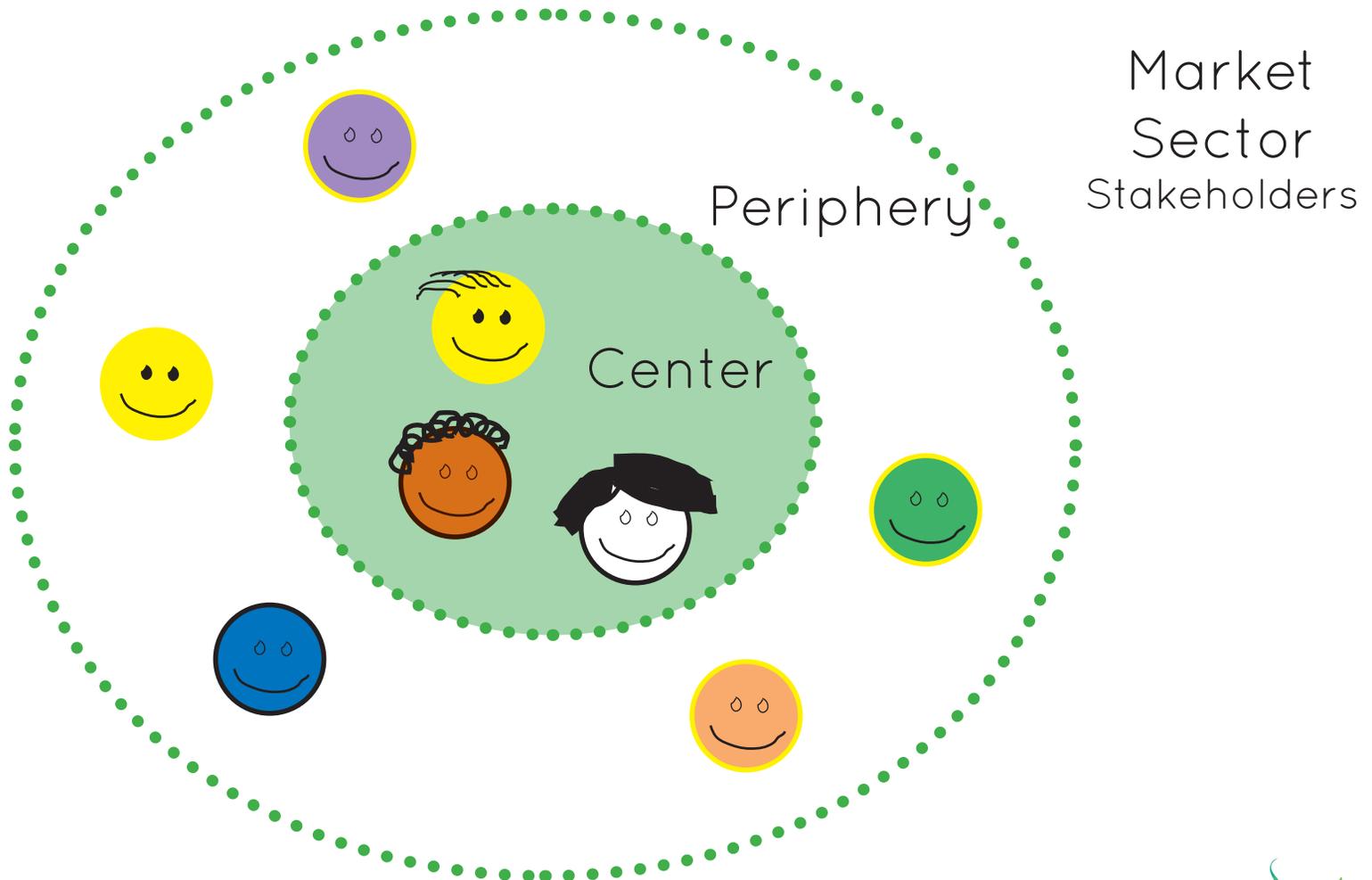


The process

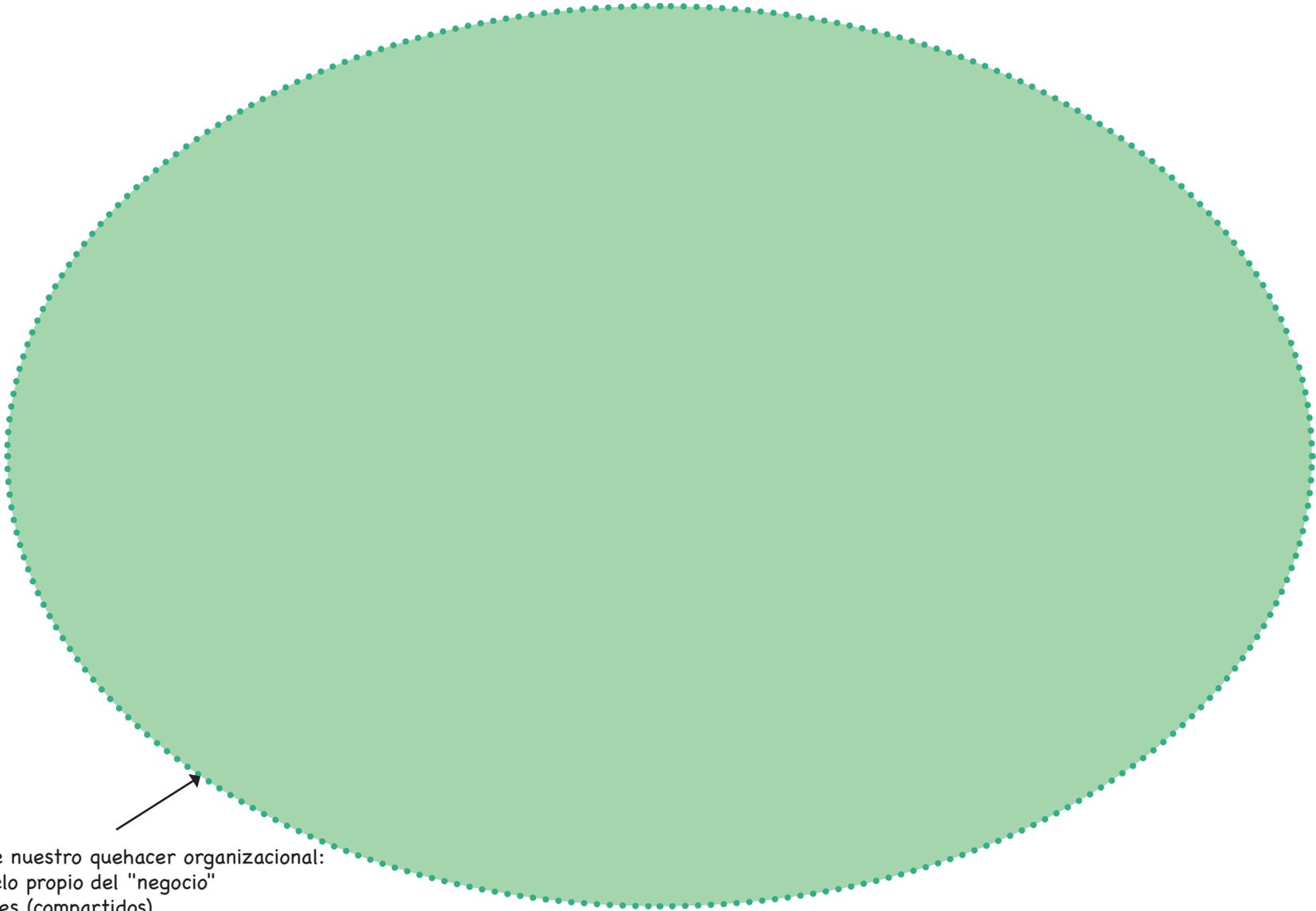


Differentiation between center and periphery

By differentiating between centre and periphery, problems become visible in dynamics that are not seen - and therefore not solved - in the pyramid organisation.



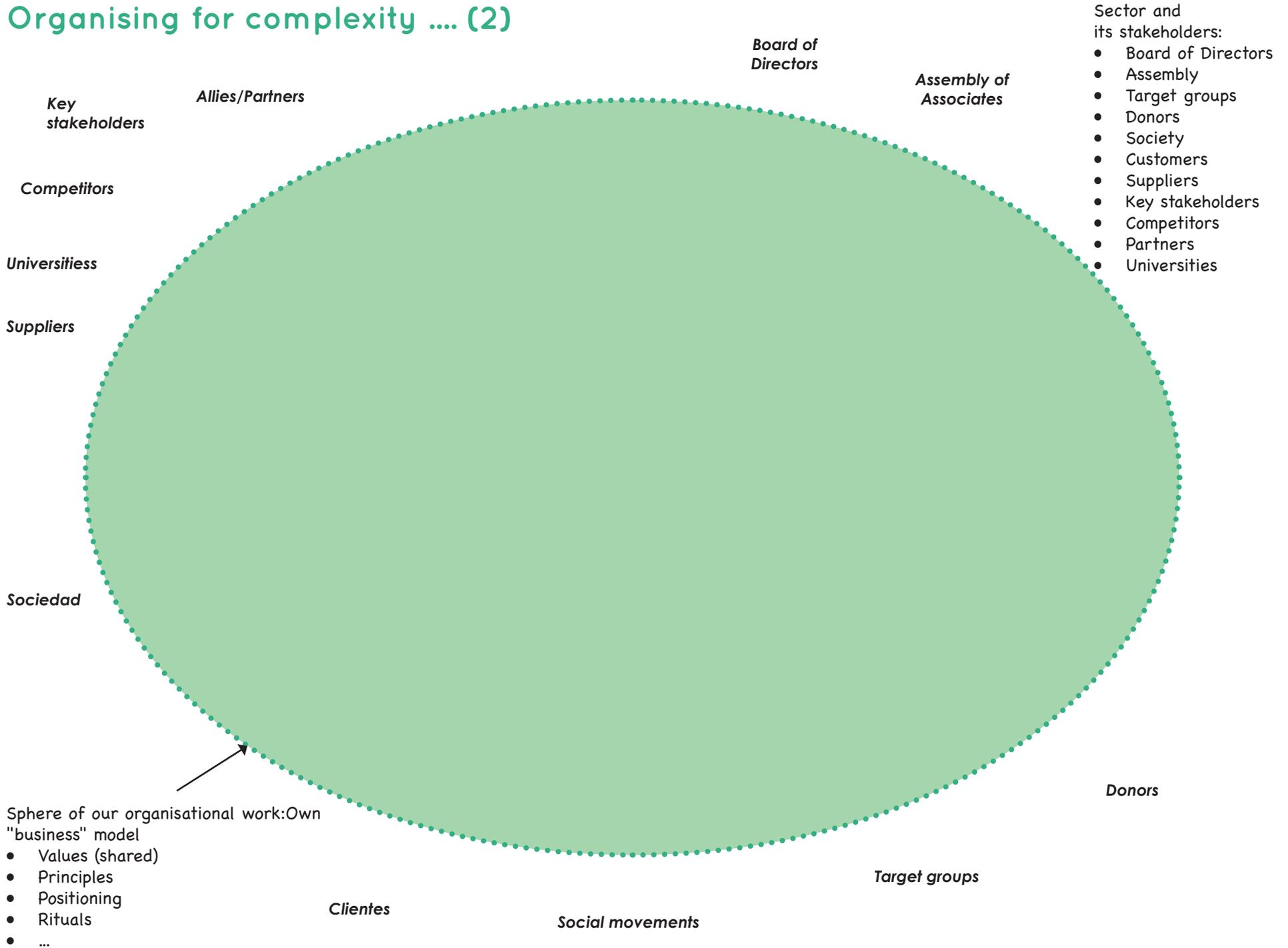
Organising for complexity (1)



Esfera de nuestro quehacer organizacional:

- Modelo propio del "negocio"
- Valores (compartidos)
- Principios
- Posicionamiento
- Rituales
- ...

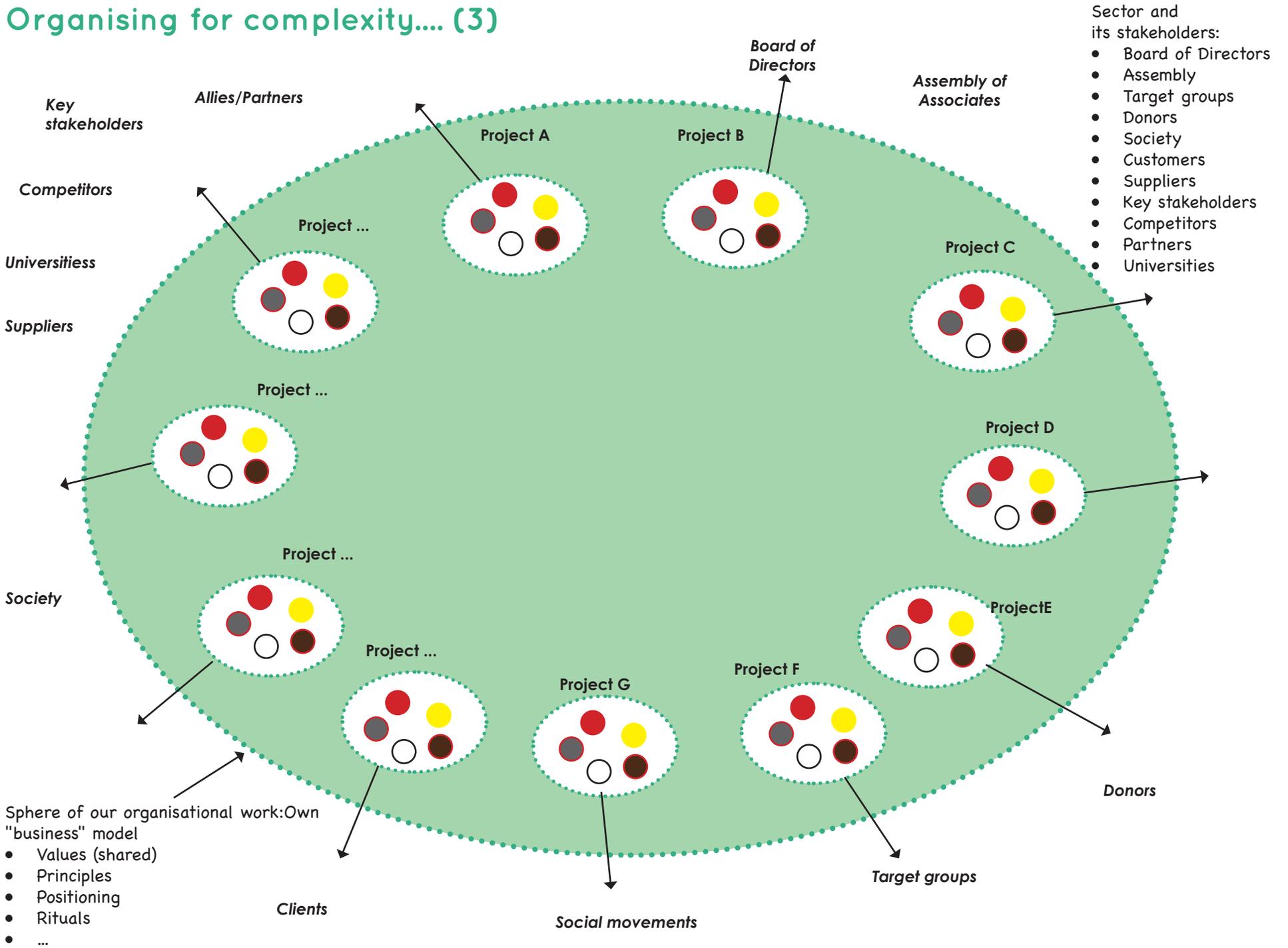
Organising for complexity (2)



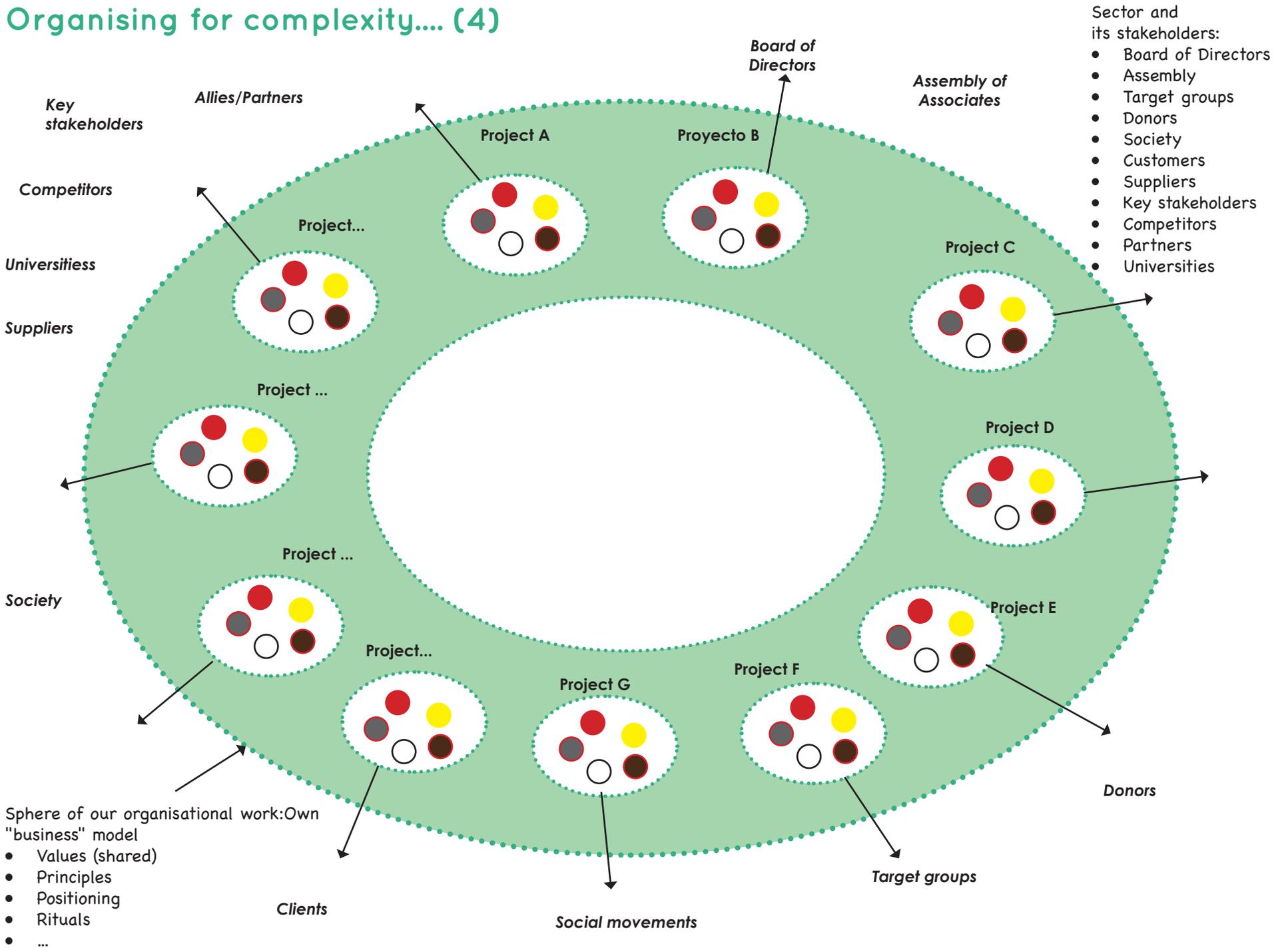
Determine the cells



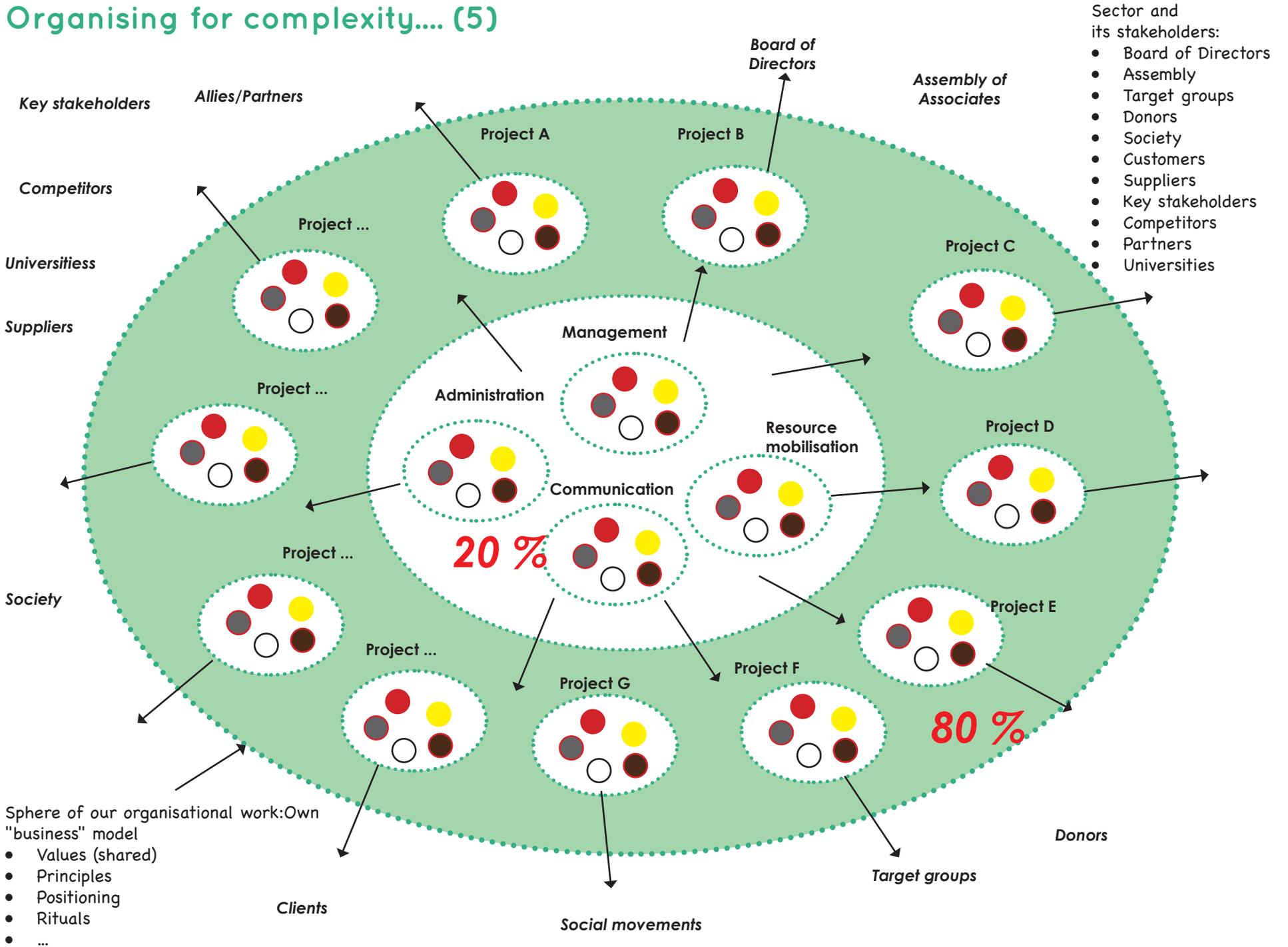
Organising for complexity... (3)



Organising for complexity... (4)



Organising for complexity... (5)



Next step: configure cells and define roles



Sources

In addition to the sources already cited, the presentation is based on the knowledge of the following authors:

- *Brandes, Ulf; Gemmer, Pascal; Koschek, Holger; Schültken, Lydia.* Management Y. Agile, Scrum, Design Thinking & Co.: So gelingt der Wandel zur attraktiven und zukunftsfähigen Organisation. Campus. Frankfurt am Main, 2014.
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