Structuring for Success: Creating an Organizational Structure that WORKS for you

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They might be boxes but they represent people.

Joe's first action item for his new business was to make an organizational chart.
Imagine a world with no boxes and lines...

- I get to be my own boss!
- I can make decisions that make sense!
- Finally, no rules and no bureaucracy!

E-Books? Strikes me as a fad.
I don’t want to work in reference
I need Friday off
Let me speak to your supervisor
Why Do We Have Structures

• To allocate work
• To provide coordination & control
• To support and develop expertise
• To manage scheduling and behavior
• To facilitate rational decision making
• To increase efficiency through specialization
• To increase communication
• To bring groups together to meet organizational goals
• To make sure all important work gets done
• To enable critical professionals

“Clear, well understood goals, roles, and adequate coordination are essential to performance”. (Reframing Organizations by Bolman & Deal 5th ed 2013)
Problems Often Caused By Structure

• Creates structural inflexibility – can be a barrier when dealing with internal and external customers
• Lack of horizontal cooperation
• Duplication of effort
• Slow the speed of innovation, less creativity
• Structures can lack decision making power
• Collaboration can be difficult
• Empowerment can be difficult
• Information between and across structures can be difficult

“Formal structure enhances morale if it helps us get our work done. It has a negative impact if it gets in our way.” (Reframing Organizations by Bolman & Deal 5th ed 2013)
So what is the perfect structure?

• Depends!
  o Size
  o Goals
  o Culture
  o Leadership style
  o Types of challenges
  o Automation and technology
  o Change and the speed of change

“Managers rarely face well-defined problems with clear cut solutions. Instead they confront enduring structural dilemmas, tough trade-offs without easy answers.”

(Reframing Organizations/ Bolman and Deal – 5th ed – 2013)
What do you organize around?

**Process**
- Director
  - Acquisitions
  - Processing
  - Programming

**Function**
- Director
  - Operations
  - Marketing
  - Finance

**Market**
- Director
  - Children
  - Adults
  - Special Populations

**Product**
- Director
  - Paper Books
  - Audio Visual
  - Digital Media

**Geography**
- Director
  - Branch 1
  - Branch 2
  - Branch 3
Common Structure Questions

• Should staff work the information desk?
• What should the librarians do?
• Do we need to have a separate division for digital media?
• Should we Combine Circulation & Tech Services?
• Should Children’s circulate materials?
• Is my Asst Dir in charge of everybody?
• Can my current staff handle the new model?
I love your work! Can we commission you to do our networked non-profit's org chart?
Structures Engender ...

**STRENGTHS**

- Communication and information sharing within structure is good
- Expertise within structure grows
- Ability to understand your issues and fix problems is high
- Ability to implement incremental change within structure is good
- Develop high level of pride in job expertise

**WEAKNESSES**

- Communication and information sharing across structures is hard
- Specialization can hinder understanding of broad issues
- Ability to fix broad issues that span the organization is challenging
- Ability to see “landscape” and major shifts in environment is reduced
- More likely to develop a “not my job” mentality
Small Public Library

Town Board

Library Board

Library Director
(Selection, PR, Programs)

Function

Tech Services Clerk

Process

Youth Serv. Clerk

Market

Circulation Clerks

Process
Don't get me wrong. The org chart you did looks great, we just need to use the official titles from the HR department.

We just can't have titles on here like "Chief Knucklehead", "Director Doofus", or "Senior Executive of Redundancy"... No matter how accurate.
Factors Influencing Design

- Complexity of the operation
- Need for flexibility
- Resource allocation
- Need for fast decision making
- Skills and abilities of staff
- Need to share information
- Need for teamwork and cooperation
- Need to control activities to achieve mission
  - Loosely coupled: a term from computer science adapted to organizational structure and design (Karl Weick)
Structural Control / Coordination

**Vertical**
- Hierarchy of positions
- Control flows from top to bottom
- Planning is top/down
- Controlled by policies

**Horizontal**
- Meetings
- Teams & Work Groups
- Lateral Coordination
- Networks of employees
- Branches (usually organized around locations)
How to Design a Structure

- Start with the Mission
- Determine how much authority for action to give each level.
- Work to develop an increase in autonomy where possible.
- Optimize speed, flexibility, integration, innovation.
- Think strategically about communication within and between structures.
- Create permeable walls of structure
Turf Issues in Restructuring

- Directors tend toward control and policies
- Departments tend toward balkanization
- IT wants to standardize
- Support staff like collaboration
- Introduces uncertainty and fear

"Due to the recent downturn we’re completely restructuring everything just below me.”
Classic Structure

- CEO
  - VP 1
    - Manager 1
      - Staff
      - Staff
      - Staff
  - Manager 2
    - Staff
    - Staff
    - Staff
  - VP 2
    - Manager 3
      - Staff
      - Staff
      - Staff
    - Manager 4
      - Staff
      - Staff
      - Staff
  - VP 3
    - Manager 5
      - Staff
      - Staff
      - Staff
    - Manager 6
      - Staff
      - Staff
      - Staff
Sample Matrix Structure

- President
  - Director of Products
    - Product Manager A
    - Product Manager B
    - Product Manager C
    - Product Manager D
  - VP - Design
  - VP - Mfg
  - VP - Finance
  - VP - Marketing
  - Human Resources
A Vision of the Virtual Library in the Strategy of the Technical University’s Library

Ewa Kołodzińska and Halina Ganińska, World Libraries Volume 16, Numbers 1 & 2 Spring and Fall 2006 (ISSN 1092–7441)
Matrix Structures

- Requires different leadership skills
- Requires enhanced communication skills
- Requires a blending of (or at least understanding of) different internal cultures
- Challenges traditional understanding of authority
- Duplication – inefficiencies and meetings are often the price of matrix structures

Trying to increase the advantages of multi-type structures, e.g. Librarians together and a process structure
Enhanced communication and knowledge-sharing
Project Management often has a matrix-like structure
You can achieve some benefits of matrix structure through short term teams and groups

Managing Effectively in a Matrix by Ruth Malloy August 10, 2012 Harvard Business Review
How to remove structural limitations

- Give people authority to make decisions and
- Provide fundamental principles for decisions
- Foster information flow across boundaries
- Help people develop needed competencies
- Provide shared incentives
- Learn new leadership skills
- Flatten the structure / change span of control
- Make boundaries permeable
Manage Control & Decision Making

- Approving days off
- Progressive Discipline
- Project planning
- Balance control & staff decision making
- Speaking for the organization
- Customer relations
Communication can be the key

- Communicate within structures.
- Communicate across structures.
- Communicate to break through structures.
- Communicate strategies and priorities between structures.
- Communicate overarching strategies to all structures.
“OK, I’m now going to read out loud every single slide to you, word for word, until you all wish you’d just die.”
Leaders: After you communicate, what can you say?

☑️ I said what I had to say.
☑️ Library employees were in attendance when I spoke.
☑️ Library employees heard what I told them.
☑️ Library employees understood the information I presented.
☑️ Library employees understood the information and now believe this information is important.
☑️ Library employees understood the information, believe it is important to them and the library.
☑️ **Library employees understood the information, believe it is important to them and the library and will DO something differently because of the information.**
Communication is a two way street

<table>
<thead>
<tr>
<th>You Control</th>
<th>They Control</th>
</tr>
</thead>
<tbody>
<tr>
<td>What you say.</td>
<td>If they listen.</td>
</tr>
<tr>
<td>How you say it.</td>
<td>What they hear.</td>
</tr>
<tr>
<td>Some logistics.</td>
<td>If they care.</td>
</tr>
<tr>
<td>Flow of information.</td>
<td>If they act upon the information.</td>
</tr>
</tbody>
</table>
Break down structural barriers

• Communicate to accomplish goals
  o What are you trying to accomplish?
    • Which is very different than what are you going to say.
  o How will you further your and the Library’s goals?
  o What do you want people to think or believe or do because of the communication?

• Prepare to communicate
  o Who are you communicating with?
  o What do they know?
  o What do they care about?
  o What is their culture?
Summary and Take Aways

- Understand your current org. structure
  - What are you organizing around?

- Strategize
  - What good outcomes can you expect?
  - What challenges are inherent in the structure?

- Create something different
  - Can you alter structure?
  - Permanently? Temporarily?
  - Expect different strengths and weaknesses!

- Communicate
  - With planning and from a leadership mindset
  - To accomplish organizational goals
  - To overcome structural barriers
Questions and Discussion!
For PDF of Presentation

• http://colonielibrary.org/?p=6609