CET310 Software Enterprise Week 5

Organisational Models

http://www.imaginiz.com/provocative/metaphors/models.html

Organisational Roles

Outward Facing

Inward Facing

Strategic

Operational

Activities

Reflection

Agile

Team Roles

Psychometric Tests
Myers Briggs

Role Suitability

Interviews

Previous Experience

Qualifications

Personality Traits

CET310 Software Enterprise Week 5

Organisational Models

http://www.imaginiz.com/provocative/metaphors/models.html

Organisational Roles

Outward Facing

Inward Facing

Strategic

Operational

Activities

Reflection

Agile

Team Roles

Psychometric Tests
Myers Briggs

Role Suitability

Interviews

Previous Experience

Qualifications

Personality Traits

Organisational Models

http://www.imaginiz.com/provocative/metaphors/models.html

Model 1 Classic Bureaucracy

Hierarchical model - organised top down - run by the chief executive in functional departments.

Typical siloed approach - little communication between departments

Works well in a stable environment

Not flexible cannot respond to change

Problems go up the hierarchy to be dealt with by the CEO

Model 2 - Top management team

Hierarchical model - Like Model 1

But a top management team handles the role originally assigned to the Chief Executive

Responds well to moderate amounts of change

Gets overloaded when pace of change accelerates

Model 3 - Interdepartmental project teams

Extension of model 2 - still operates on a hierarchy but interdepartmental teams can be used by the top management team to delegate work and investigate problems and produce action plans

The problem with this model is that the old departmental silos and attitudes still exist.

It makes life easier for the top management team but it is still difficult to enact change.

Flat Organisation

These are organisations which have no or very few middle management

This can be achieved by a process called delayering - removes a middle management tier in an established hierarchical business - responsibilities of other tiers are broadened. Done to save costs

Downside is that it destroys career progression

Model 4 Matrix Organisation

A hybrid bureaucratic form

In this model the functional departments still exist (the columns) but project teams are organised across departments (the rows)

This works because project leads have the same importance as departmental heads. Team members have dual focus. This dilutes the bureaucratic influence of the departments

Model 6 - Management Organisation

In this model the almost everything is outsourced.

The business is stripped down to a management company and operates on a satellite principal.

In a way it's a non-organization in the sense that it does not exist as a physical entity. It's a subcontracting network where the team at the centre steers the whole enterprise.

Model 5 SME Project teams

This is a highly responsive model suited to innovation.
The business is organised around project teams.
The personnel may work on several projects at once.
The goal of functional departments is to support the teams
The organization is much more like a fluid network of interaction than a bureaucratic structure. Communication between teams is encouraged
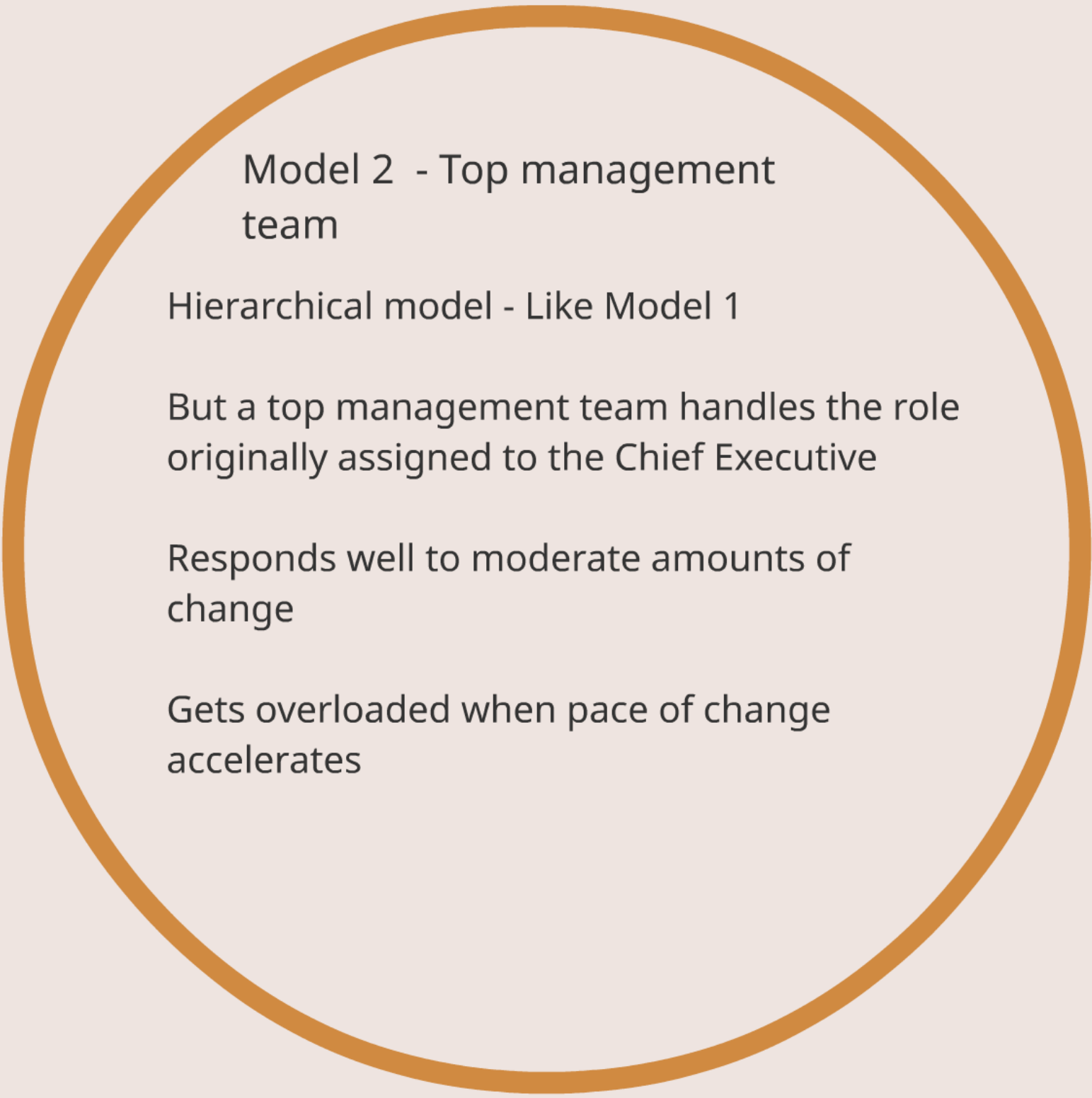
Model 1 Classic Bureaucracy

Hierarchical model - organised top down - run by the chief executive in functional departments.

Typical siloed approach - little communication between departments

Works well in a stable environment

Not flexible cannot respond to change

Problems go up the hierarchy to be dealt with by the CEO

Model 2 - Top management team

Hierarchical model - Like Model 1

But a top management team handles the role originally assigned to the Chief Executive

Responds well to moderate amounts of change

Gets overloaded when pace of change accelerates

Model 3 - Interdepartmental project teams

Extension of model 2 - still operates on a hierarchy but interdepartmental teams can be used by the top management team to delegate work and investigate problems and produce action plans

The problem with this model is that the old departmental silos and attitudes still exist.

It makes life easier for the top management team but it is still difficult to enact change.

Model 4 Matrix Organisation

A hybrid bureaucratic form

In this model the functional departments still exist (the columns) but project teams are organised across departments (the rows)

This works because project leads have the same importance as departmental heads. Team members have dual focus. This dilutes the bureaucratic influence of the departments

Model 5 SME Project teams

This is a highly responsive model suited to innovation.

The business is organised around project teams.

The personnel may work on several projects at once.

The goal of functional departments is to support the teams

The organization is much more like a fluid network of interaction than a bureaucratic structure. Communication between teams is encouraged

Model 6 - Management Organisation

In this model the almost everything is outsourced.

The business is stripped down to a management company and operates on a satellite principal.

In a way it's a non-organization in the sense that it does not exist as a physical entity. It's a subcontracting network where the team at the centre steers the whole enterprise.

Flat Organisation

These are organisations which have no or very few middle management

This can be achieved by a process called delayering - removes a middle management tier in an established hierarchical business - responsibilities of other tiers are broadened. Done to save costs

Downside is that it destroys career progression

Organisational Roles

Outward Facing

Outward facing roles are those that deal with interactions between the organisation and external actors.

Generally, when businesses are small most of the roles are outward facing

The main activities carried out by these roles are Sales, marketing, customer relations and product development

Inward Facing

As organisations grow and evolve there are more roles which develop and run the organisation. These are roles such as finance, Human resource, staff management, quality and resource development.

Strategic

Strategic roles deal with the direction that the business will take and involve planning for the future.

These are generally senior roles shared out with the board and senior management team.

For instance - the decision to introduce a new product to the market place will involve a decision to commit resources such as finance, technical, sales, marketing and production
In large companies this will take place at board level among the directors

Operational

These roles deal with the day to day running of an organisation and are held by employees from senior management down to raw recruit.

Outward Facing

Outward facing roles are those that deal with interactions between the organisation and external actors.

Generally, when businesses are small most of the roles are outward facing

The main activities carried out by these roles are Sales, marketing, customer relations and product development

Inward Facing

As organisations grow and evolve there are more roles which develop and run the organisation. These are roles such as finance, Human resource, staff management, quality and resource development.

Strategic

Strategic roles deal with the direction that the business will take and involve planning for the future.

These are generally senior roles shared out with the board and senior management team.

For instance - the decision to introduce a new product to the market place will involve a decision to commit resources such as finance, technical, sales, marketing and production
In large companies this will take place at board level among the directors

Operational

These roles deal with the day to day running of an organisation and are held by employees from senior management down to raw recruit.

Role Suitability

Interviews

Nearly every organisation will have a face to face interview with prospective employees.

This will allow the employer to not only assess ability to perform the role, but to assess qualities such as communication skills and sociability

These can be structured or unstructured Structured interviews consist of a set list of questions the candidate must answer - the answers are scored against

Previous Experience

If a prospective employee can prove he has performed this role previously

They can provide reference from a previous employer

This method is not certain to provide a match- an employer can give a good reference to a troublesome employee to get rid of them

Qualifications

Proven qualifications can give some indication that an employe can fit a role.

e.g. For a legal team - a degree in the required branch of Law

Qualifications can be bought!

Personality Traits

From Organisational Behaviour and Analysis: An Integrated Approach By Derek Rollinson

Knowledge of personality traits can indicate a persons suitability for a role.

If a role already exists in an organisation with a suitable number of employees - an analysis could be made of their personality traits against performance. E.g IT specialists may show an introvert trait.

The problem comes when this is a new role.

Psychometric tests can be used to give an indication (e.g. Myers Briggs). But their use is controversial because they can give inconsistent results

Previous Experience

If a prospective employee can prove he has performed this role previously

They can provide reference from a previous employer

This method is not certain to provide a match- an employer can give a good reference to a troublesome employee to get rid of them

Interviews

Nearly every organisation will have a face to face interview with prospective employees.

This will allow the employer to not only assess ability to perform the role, but to assess qualities such as communication skills and sociability

These can be structured or unstructured Structured interviews consist of a set list of questions the candidate must answer - the answers are scored against

Pro
tha

e.g
bra

Qu

Qualifications

Proven qualifications can give some indication that an employe can fit a role.

e.g. For a legal team - a degree in the required branch of Law

Qualifications can be bought!

Personality Traits

From Organisational Behaviour and Analysis: An Integrated Approach By Derek Rollinson

Knowledge of personality traits can indicate a persons suitability for a role.

If a role already exists in an organisation with a suitable number of employees - an analysis could be made of their personality traits against performance. E.g IT specialists may show an introvert trait.

The problem comes when this is a new role.

Psychometric tests can be used to give an indication (e.g. Myers Briggs). But their use is controversial because they can give inconsistent results

Activities

Reflection

In your groups - spend 20 minutes discussing how the last business sprint went

You should reflect on any difficulties

Any successes that you have had

Any alternative paths your business may take based on your group reflection

Note the salient points down and join the group discussion

Agile

Hold your weekly planning meeting
You should rotate the role of scrum master and have someone take notes of what is discussed.

You may elect a product owner if you wish - someone who feels ownership of the product
Review last weeks activity - where all the actions were completed?
Decide on the direction your enterprise will take for the next week
and decide what the team members will do in the next week.

Your meeting records should be submitted as supporting documentation (in mahara) for your portfolio

You should try and meet up at least once before next week's session

Team Roles

In your groups - spend 20 minutes discussing the roles you all play in your organisation

What sort of roles are they. Do you differentiate your tasks

Note how you each work best and join the group discussion

Psychometric Tests
Myers Briggs

Take the myers briggs test at the url below

Record your personality type
Does it accurately reflect your personality?
Does it match your role in your micro enterprise?

http://www.humanmetrics.com/cgi-win/jtypes2.asp

Reflection

In your groups - spend 20 minutes discussing how the last business sprint went

You should reflect on any difficulties

Any successes that you have had

Any alternative paths your business may take based on your group reflection

Note the salient points down and join the group discussion

Team Roles

In your groups - spend 20 minutes discussing the roles you all play in your organisation

What sort of roles are they. Do you differentiate your tasks

Note how you each work best and join the group discussion

T

R
D
D
e

htt

Psychometric Tests
Myers Briggs

Take the myers briggs test at the url below

Record your personality type
Does it accurately reflect your personality?
Does it match your role in your micro enterprise?

http://www.humanmetrics.com/cgi-win/jtypes2.asp

Agile

Hold your weekly planning meeting
You should rotate the role of scrum master and have someone take notes of what is discussed.

You may elect a product owner if you wish - someone who feels ownership of the product
Review last weeks activity - where all the actions were completed?
Decide on the direction your enterprise will take for the next week
and decide what the team members will do in the next week.

Your meeting records should be submitted as supporting documentation (in mohara) for your portfolio

You should try and meet up at least once before next week's session