**Google PM Course**

**(1:53:54 – 2:30:00)**

**Organizational structure and culture**

**Objectives**

* **Define organizational structure and organizational culture, and explain how they impact PM**
* **Identify common types of organizational structure**
* **Define change management and summarize its relationship to PM role**

**Organizational Structure**

**The way a company or organisation is arranged or structured**

**Classic Structure**

**Functional or top-down structures**

**Matrix Structure**

**Regular top down but also adjacent departments expect to hear from you as well**

**In an interview ask about the type of organisational structure the company uses and where your role fits in.**

**This allows you to know who to report to, who you’ll work with and become a better PM.**

**How Structure impact PM**

* **Amount of authority given ability to make decisions for the project that impact the organisation.**
* **Resource availability: Knowing how to access the people, equipment, budget needed for a project.**
* **These structures either classic or matrix need to be identified and have a good knowledge and communication between those you need to report to and how, where, when. This will allow you to progress ideas or projects more effectively once you know which structure, you’re in and how to operate the chain of command.**

**Organisation Culture**

**Culture Effects:**

**Allows you to understand their beliefs, goals and ideology’s on how they approach the everyday running of the company from how they approach taking projects, chaining, and treating employees.**

**The values employees share, as well as the organisations value, mission, and history.**

**Once you understand an organisations culture it allows you to better navigate your team more effectively toward achieving the project goal with both their support and the company’s.**

**As well as how you plan a project to minimise conflict and complete the project with support and harmony.**

**If you can demonstrate how the project supports the company goals, values, and culture it will be easier to gain approval, support and resources.**

**Pay attention to what the higher ups value, make decisions etc**

**When facing a problem or issue evaluate the goals, missions and values of the project and organisation giving you a better light and what course of action to take**

**In an interview ask about their culture, how that impacts a project**

* **How does communication happen?**
* **How are decisions made?**
* **What kind of things do when a new employee joins?**
* **How are projects typically run?**
* **What kind of practices, behaviours and values are reflected by the people in the organisation?**

**Finding out what the company values will tell you a lot about the culture and how to handle communication, manage expectations, identify potential conflicts as you work through your project.**

**Navigating culture:**

* **Ask questions**
* **Make observations**
* **Understand your impact.**

**Both structure and culture both affect how a project is run and what projects to run.**

**Change management**

**Once you understand the company’s structure and culture that will help you plan projects and how you manage them.**

**These two will also affect how you handle Change management, when you are delivering a project of change and getting people to adopt it.**

**Once you understand the company culture and structure you can now how to either abide by them or when necessary, get people to adopt to new ones for a project.**

**Once you understand change management you can know how to successfully close a project, with the organisation accepts and adopts from the recommendations of the project.**

**Change management is vital for example when a new thing is added but not adopted then it would become a waste, so the role is to see this and make sure that it is adopted and used.**

**Core concepts:**

* **Create a sense of ownership and urgency around the project**
* **Figure out the combination of skills and personality’s**
* **Effective communication**

**Now if your managing the change management and or if you are participating in it.**

**Even if you don’t have the authorities to enact change that you make or is coming there is still ways to easier it when it comes.**

**Question to ask yourself to inform yourself on the change management:**

* **How will the organisation react to change?**
* **Which influencers can affect change?**
* **What are the best means of communication?**
* **What change management practices will lead to the successful implementation of my project?**