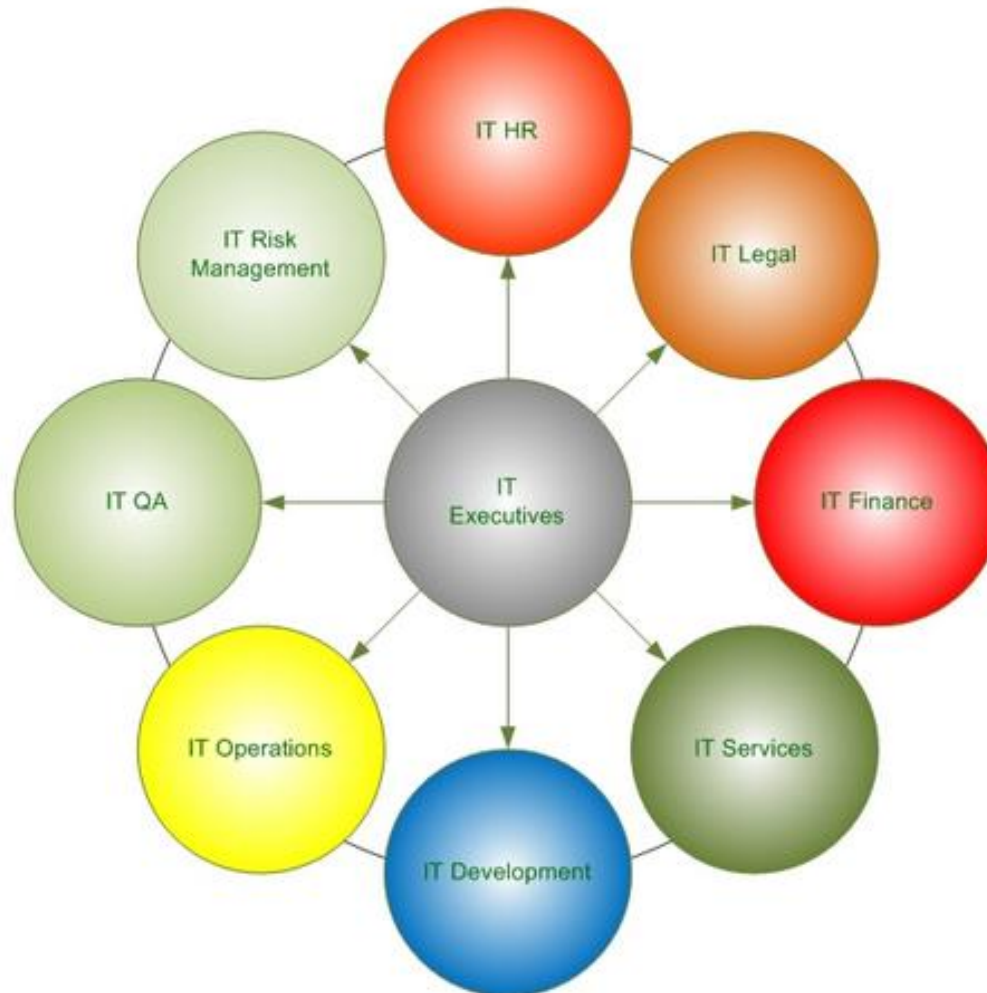


Fundamental Elements of an IT Organization



IT Organization Model Diagram 0 - Primary IT Organizational Elements

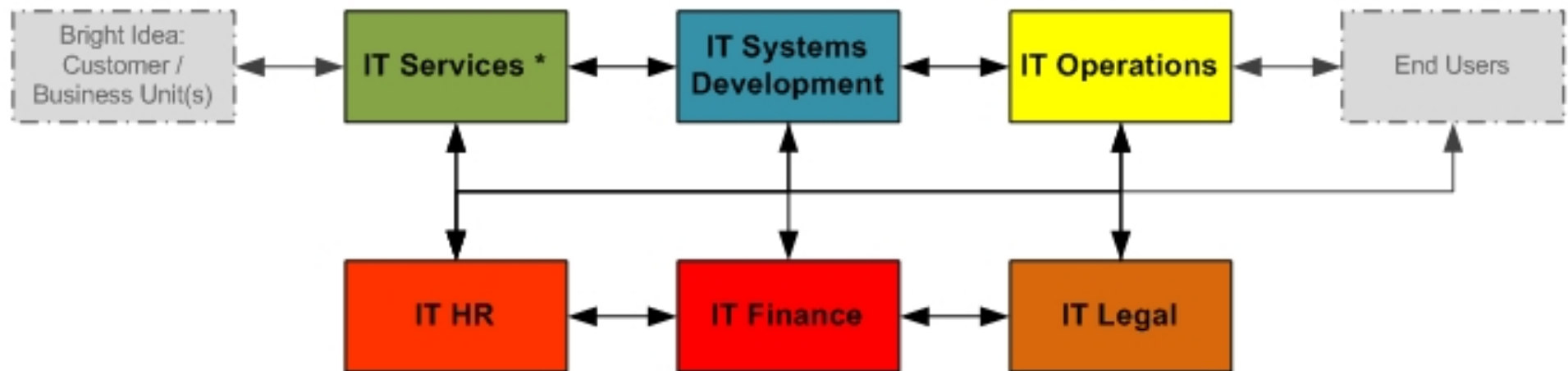
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Fundamental Interchanges of an IT Organization

Following is a high level flow diagram for IT organizations:

IT Organization Model Diagram 2 – Interchanges Between Primary IT Elements

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* Though critical functions, IT Risk Management & IT QA are often nested within IT Services -- see "IT Organization Model Diagram 5" for further details.

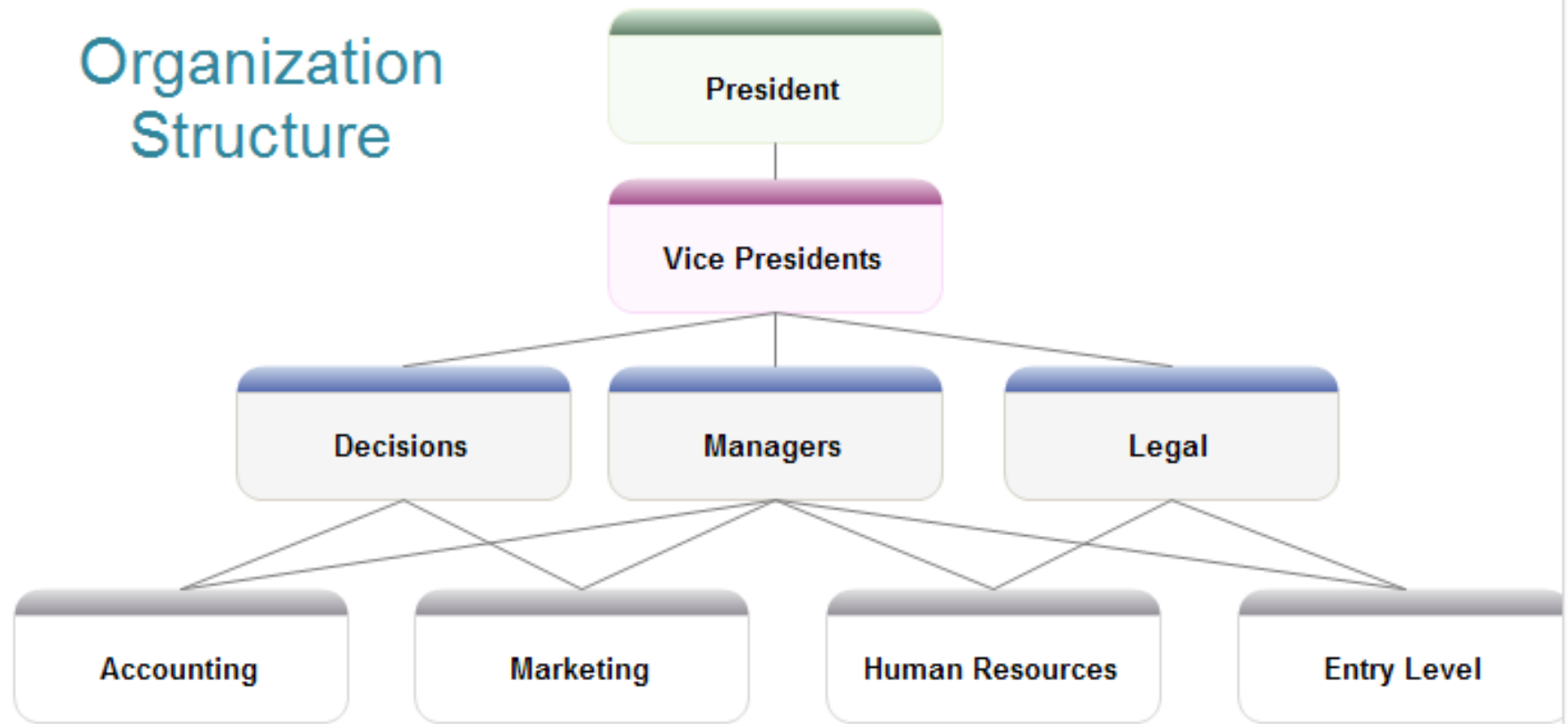
Note: rarely do BU's or End Users interact directly with IT HR, Finance or Legal. When they do, it is usually a sign of trouble.

Figure 3 - Click on Image to enlarge

Organizational Structure

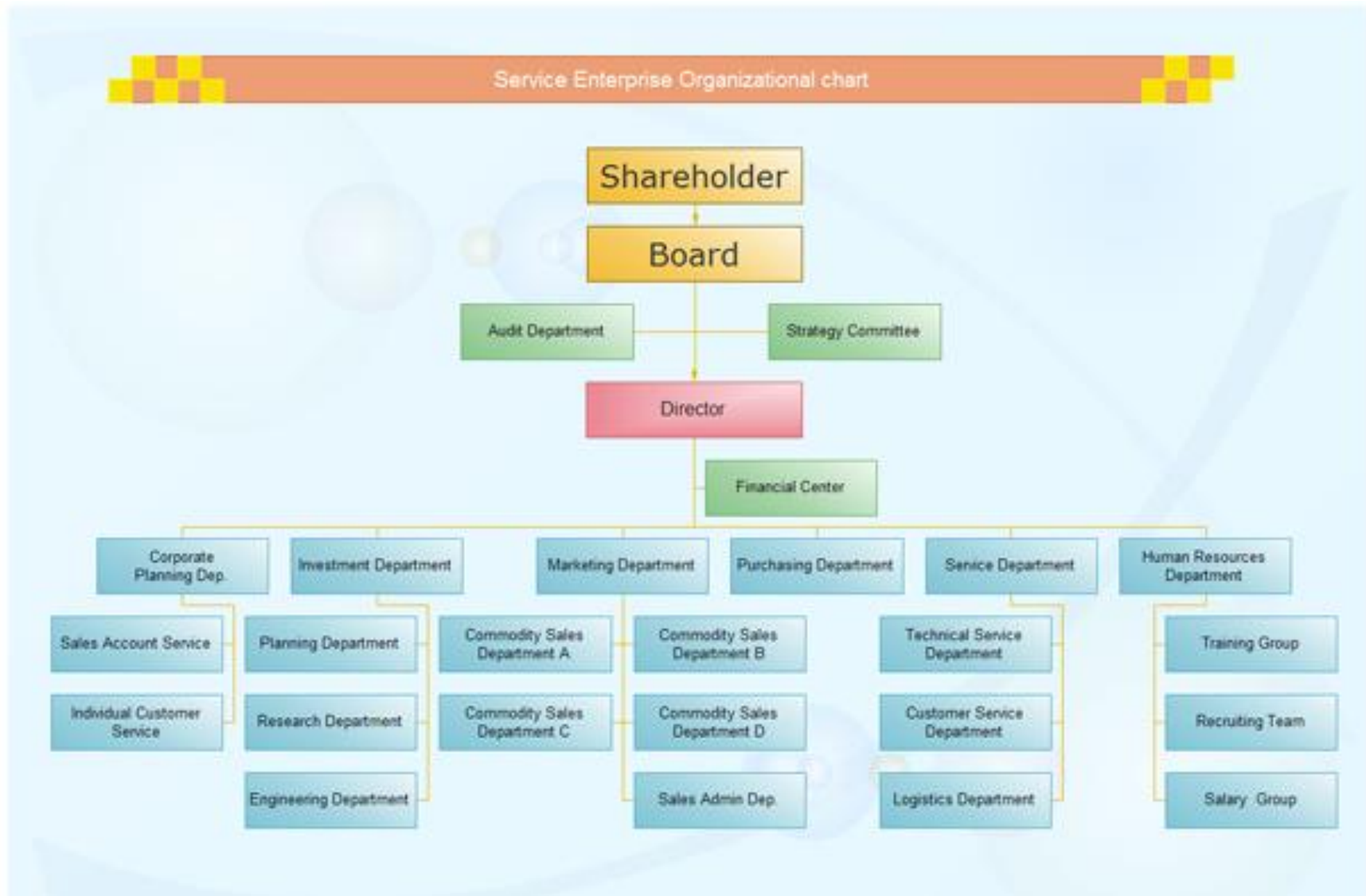
Following is a organizations structure:

Basic Company Organization Structure



Organizational Structure

Following is a service enterprise organizational structure:



Four Basic Elements of Organizational Structure

- 1. Functional Structure:** People who do similar tasks, have similar skills and/or jobs in an organization are grouped into a functional structure.
- 2. Divisional Structure:** In a divisional structure, the company will coordinate inter-group relationships to create a work team that can readily meet the needs of a certain customer or group of customers.
- 3. Matrix Structure:** In a matrix structure the team members are given more autonomy and expected to take more responsibility for their work. This increases the productivity of the team, fosters greater innovation and creativity, and allows managers to cooperatively solve decision-making problems through group interaction.
- 4. Project Organization Structure:** In a project-organizational structure, the teams are put together based on the number of members needed to produce the product or complete the project.

Key Elements of Organizational Structure

1. Hierarchy

2. Span of Control

3. Work Specialization

4. Geography

Why should you develop a structure for your organization?

- 1. Structure gives members clear guidelines for how to proceed**
- 2. Structure binds members together.**
- 3. Structure in any organization is inevitable**

Common Roles

1. An *initial steering committee* is the group of people who get things started.
2. A *coordinating council* (also referred to as a *coordinating committee*, *executive committee*, and *executive council*), modifies broad, organization-wide objectives and strategies in response to input from individuals or committees.
3. Often, one person will take the place of the coordinating council, or may serve as its head. Such a person may be known as the *Executive Director*, *Project Coordinator*, *Program Director*, or *President*.
4. *Task forces* are made up of members who work together around broad objectives.
5. *Action committees* bring about specific changes in programs, policies, and practices in the sectors in which they work.
6. *Support committees* are groups that help ensure that action committees or other individuals will have the resources and opportunities necessary to realize their vision.
7. *Community trustees*, also known as the board of trustees or as the *board of directors*, provide overall support, advice, and resources to members of the action groups.
8. *Grant makers* are another part of the picture. Grant makers exist on an international, national, state, and local level and may be private companies and foundations, or local, county, state, or federal government organizations
9. *Support organizations* (not to be confused with the *support committees* listed above) are groups that can give your organization the technical assistance it needs.
10. *Partner organizations* are other groups working on some of the same issues as your organization.

Choosing Your Organization's Structure

What type of structure should you choose?

In your discussions, your answers to the following list of questions may guide your decisions.

- 1. *What is your common purpose? How broad is it?***
- 2. *Is your group advocacy oriented or service oriented?***
- 3. *Is your organization more centralized (e.g., through the work of a specific agency) or decentralized***
- 4. *How large is your organization? How large do you envision it becoming?***
- 5. *How large is the community in which you work?***
- 6. *How old is your organization? How long do you envision it lasting?***
- 7. *Is the organization entirely volunteer, or are there (or will there be) paid staff? How many?***
- 8. *Should yours be a new organization, or part of an existing structure? Do you really need to form a new structure, or would it be better to work within existing structures?***

Change Management

Here are some rules for effective management of change. Managing organizational change will be more successful if you apply these simple principles.

- 1. Responsibility for managing change**
- 2. Change must involve the people - change must not be imposed upon the people**

Change Management Principles

- 1. At all times involve and agree support from people within system**
- 2. Understand where you/the organization is at the moment.**
- 3. Understand where you want to be, when, why, and what the measures will be for having got there.**
- 4. Plan development towards above No.3 in appropriate achievable measurable stages.**
- 5. Communicate, involve, enable and facilitate involvement from people, as early and openly and as fully as is possible.**

John P Kotter's 'eight steps to successful change'

Kotter's eight step change model can be summarized as:

- 1. Increase urgency** - inspire people to move, make objectives real and relevant.
- 2. Build the guiding team**
- 3. Get the vision right**
- 4. Communicate for buy-in** - Involve as many people as possible, communicate the essentials, simply, and to appeal and respond to people's needs.
- 5. Empower action** - Remove obstacles, enable constructive feedback and lots of support from leaders - reward and recognize progress and achievements.
- 6. Create short-term wins** - Set aims that are easy to achieve - in bite-size chunks.
- 7. Don't let up** - Foster and encourage determination and persistence - ongoing change - encourage ongoing progress reporting - highlight achieved and future milestones.
- 8. Make change stick** - Reinforce the value of successful change via recruitment, promotion, new change leaders. Weave change into culture.

How to Manage Change in an Organization

In order to implement new procedures, products, or any other change in your company, you need to understand change management. Change management is the process that assures your organizational structure, including employees, can handle changes.

Step 1: Analyze your business and determine areas where change is needed.

Step 2: Collect data and information on the proposed changes and arrange the list in order of priority.

Step 3: Present your information to managers and executives. Encourage input about the proposed changes, including how managers feel it will impact their specific departments. Make adjustments to the plan based on manager and executive input.

Step 4: Introduce the change plan to employees through an introductory memo released at least 60 days prior to the projected date that the change takes place. Encourage workers to give input on the plan by creating employee groups to analyze and contribute ideas on the plan.

Step 5: Begin training to implement the change in phases for all employees. Start training at least 30 days prior to the projected change date. Make training interactive and encourage employees to ask questions that will help them understand the change better.

Step 6: Roll out an off-line version or model of the change at least two weeks prior to the change date to allow employees to experience the change and experiment with it.

What Are the Benefits of Managing Change in Organizations?

- 1. Costs Savings**
- 2. Organizational Structure**
- 3. Corporate Relationships**

Techniques to Manage Change in an Organization

1. Introduce Changes Gradually

2. Focus on Training

3. Communicate