Introduction to Organizing

- Basic Elements of Organizing (Weber)
  1. The overall work of the organization is broken down into appropriate tasks.
  2. Members know what their specific sub-tasks are.
  3. Members know whom they should defer to.
  4. Members' task performance fits together meaningfully with their coworkers.
Figure 10.1: The Four Fundamental Pillars of Organizing

Four Mainstream Fundamentals of Organizing

• Standardization
  – Emphasizes developing uniform practices for organizational members to follow in doing their jobs—ensures that work activities are being completed in the best way.

• Specialization
  – Emphasizes grouping standardized organizational tasks into separate jobs—ensures that members know what sub-tasks they should perform.

Four Mainstream Fundamentals of Organizing (cont’d)

• Centralization
  – Emphasizes having decision-making authority rest with managers at the top of an organization’s hierarchy—ensures orderly deference among members;

• Departmentalization
  – Emphasizes on grouping members and resources together to achieve the work of the larger organization—ensures that members work together harmoniously.
Mainstream Organizing Fundamentals

• Fundamental 1: Standardization
  – Types of standards
    • Formal standards (written standards)
    • Informal standards
  – Purposes of standards
    • Challenge is to design performance standards that maximize productivity.
    – Serve as guidelines for decision making
    – Provide direction and motivation
    – Provide legitimacy for the organization

Figure 10.2: Characteristics of Optimal and Suboptimal Standardization

What Do You Think?
Is The Level of Standardization In Schools Appropriate?

• Why might standards be beneficial for students, parents, or communities?
• Are there too many or too few standards in schools?
• What kinds of standards are over-emphasized, and what kind of standards are under-emphasized?
• Is teaching an art, or can it be formalized?
Mainstream Organizing Fundamentals (cont’d)

• Fundamental 2: Specialization
  – Division of labor
    • Adam Smith’s pin factory example.
  – Job Specialization
    • Challenge is to ensure that the activities performed by each member are designed to enhance the productivity of the whole group.
    • Optimal—proper KSAOs
    • Broad—lack of focus
    • Narrow—goal displacement

Figure 10.3: Characteristics of Optimal and Suboptimal Specialization

What Do You Think?
How Much Should Universities Emphasize Specialization?

• What are the arguments for and against offering more specialized courses in your major versus offering a wider array of general courses?
• Should programs of study become more specialized or more generalist to ensure that graduates have a well-rounded education?
• Which level of specialization will serve society better in the long-term?
Mainstream Organizing Fundamentals (cont'd)

- Fundamental 3: Centralization (cont'd)
  - Delegation
    - The process of giving authority to a person or group to make decisions in a specified sphere of activity.
  - Span of control
    - The number of members a given manager has authority over.
      - Wide spans—many subordinates
      - Narrow spans—few subordinates

Decentralization

- Results of Too Much Decentralization:
  - Decisions are uncoordinated across the organization.
  - Sense of belonging, connectedness, and support from others is lacking.
  - Feelings of being overwhelmed by responsibility and accountability.
  - There are no symbolic leaders around which to rally.
Mainstream Organizing Fundamentals (cont’d)

- Fundamental 4: Departmentalization
  - Considers how members and resources are grouped together to achieve the work of the larger organization.
    - Horizontal dimension (departmental focus)
      - Internal efficiency versus external adaptiveness
    - Vertical dimension (departmental membership)
      - Permanent versus short-term
      - Inside versus outside the organization
Figure 10.7: Four Types of Departmentalization

Departmentalization: Functional versus Divisional Structures

- **Functional**
  - Economies of scale
  - In-depth skill development of individuals
  - Increased spans of control

- **Divisional**
  - Decision-making closeness to customers
  - Accountability for profitability
  - More well-rounded managers

Other Organizational Structures

- **Network Structure**
  - Is an organization with stable and complex relationships with a variety of other organizations that provide essential services.

- **Virtual Organization**
  - Has members who come and go on an "as-needed" basis and who are networked together with an information technology architecture that enables them to synchronize their activities.
Multistream Organizing Fundamentals

- **Experimentation**
  - On-going voluntary implementation of new ways of performing tasks on a trial basis—ensures that work activities are completed in the best way.

- **Sensitization**
  - Searching for and responding to needs and opportunities to improve the status quo—ensures that members know what sub-tasks they should perform.

Multistream Organizing Fundamentals (cont’d)

- **Dignification**
  - Treating everyone with dignity and respect in community—ensures orderly deference among members.

- **Participation**
  - Emphasizing mutuality by giving stakeholders a voice in how the organization is managed and how jobs are performed—ensures that members work together harmoniously.
Mainstream Approach versus Multistream Approach

- **Mainstream Managers**
  - Focus on content of organizing
  - Emphasize rational competence
  - Have a limited awareness of external environment

- **Multistream Managers**
  - Focus the process of organizing
  - Emphasize relational competence
  - Are very conscious of the external environment

Multistream Organizing Fundamentals

- **Fundamental 1: Experimentation**
  - Involves ongoing, voluntary change.
  - Standardization is considered overrated.
  - Focus is on team and group standards.
  - There is concern for outside groups and non-materialist needs of members.
  - Fosters group ownership, mutual learning, achievement, and legitimacy.

Multistream Organizing Fundamentals (cont'd)

- **Fundamental 2: Sensitization**
  - Encourages members to continuously adapt and improve how they do their jobs in harmony with others around them.
  - Focus is on the dynamic process of organizing.
  - Tasks are separated into jobs at the group level.
  - Members experience a greater feeling of purpose, meaningful work and loyalty.
  - Goals change as members grow and learn from each other and from other stakeholders.
Multistream Organizing Fundamentals (cont'd)

• Fundamental 3: Dignification
  – Promotes the idea that all are better-served if all stakeholders are treated with dignity.
  – Entails treating people with dignity and respect for community.
  – Favors decentralization and having authority reside in groups rather than in individuals.
  – Provides the information people require to use decision-making authority responsibly.

What Do You Think?
Is it risky to put the Multistream Fundamentals into Practice?

• What advice do you have for those who want to put Multistream fundamentals into practice as part of their everyday lives?
• What kinds of support might help them to accomplish this?
• What has helped you to become more sensitive to the needs of others, and to treat others with dignity?
• Whom do you know about that practice these Multistream fundamentals? What helps them to do so?

Multistream Organizing Fundamentals (cont'd)

• Fundamental 4: Participation
  – More freedom is given to members to collectively decide how specific tasks should be carried out.
  – Divisional rather than functional structures are preferred.
  – Active and extensive participation of external stakeholders is encouraged.