

ORGANALYSIS

*a cellular approach
to organization development*

Organization is one of the all-prevailing facts of human existence. We organize to govern our societies, to worship, to raise our children, to teach and learn, to play and to provide for the many and varied needs and luxuries of modern living.

Despite the tremendous importance of organization, we know precious little about the phenomenon — particularly as it affects us interpersonally. Our ignorance costs us dearly. Poor economic organization means that we can starve in the midst of potential abundance. Poor political organization means that instability is the rule when everyone wants stability. Poor family organization means that those who should be most supportive of each other become most destructive. Poor business organization means lost profits and stagnating personnel in place of profits, new ventures and satisfying careers.

We set out to find the key to the organization phenomenon that would help us to understand, and to help all organizations grow healthier. The simplest definition we found for organization is: "the interacting of two or more persons with some common reason for interacting." Unfortunately, this definition gave us little help but did start us thinking in terms of essentials.

We decided that for our purposes, an organization must be composed of three elements — Leadership, Followership, and a Job to be done.

THE ORG

We found it convenient to consider any combination of the three elements as a "cell," to convey the idea that it is the basic unit of organization. An organization may be single-cell or multi-cell, readily or vaguely defined, but cell or cells it must have. We call organizational cells "Orgs."

The Org turned out to be a highly useful device for visualizing the forces at work within an organization. The pyramid and the familiar organization charts are

excellent devices for illustrating the relationship of power among individuals in an organization, but they don't tell the whole story. They don't tell the story of why some people work well together and get the job done, while others do not.

Healthy organizations are composed of healthy Orgs, just as healthy bodies are composed of healthy cells. The health of an Org is determined by the combination of the elements within the Org. There are different styles of leaders and subordinates, and different kinds of jobs. The right combination means harmony, efficiency, achievement and work satisfaction. The wrong combination of elements can mean quite the opposite. Our goal became that of decoding the Org.

MEASURING ELEMENTS

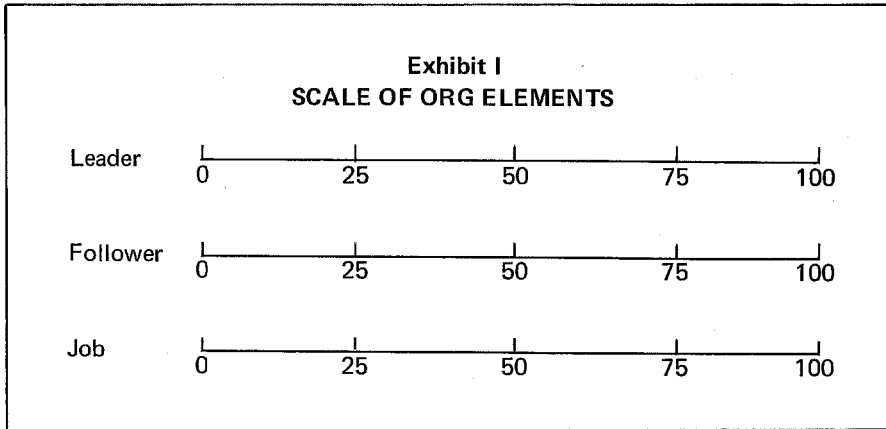
Our first breakthrough took place when we realized that all three elements can be measured on a scale ranging from tight structure to loose structure. To illustrate this we put each of the elements on a scale of 0 to 100, and arranged them as in Exhibit I.

This alignment of the three elements and their corresponding scales represents an Org — the basic unit or cell of organization.

You can plot, on this simple representation, any organizational situation. You can plot the situation that does exist, did exist or could exist for any organization . . . at any level any time and at any place.

When we have the proper authority and support to do the job right, we can rate the elements for any given Org through the use of objective instruments. The leadership and followership elements are identified through the use of multiple-choice type instruments. The score of the quiz dictates the position on the scale. The job is rated in a similar manner, using a "Job Rater" completed by both the person performing the job and his immediate superior.

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The job element is interpreted broadly. It does not mean a simple physical task; rather it refers to the entire work milieu which includes the policies, procedures and practices found in the work environment. It applies to thing-oriented jobs, such as sweeping floors, programming a computer or flying a bomber. It also applies to people-oriented jobs from selling encyclopedias to teaching, to managing a major corporation.

It seems necessary in most instances to use the objective instruments in order to ascertain the exact scale positions for each element in any given Org. Luckily, the instruments are simple to administer and score. You can, however, learn to read various "real life" Orgs by becoming aware of the styles and types of the elements, and through practice. You'll be shown a guideline for doing this later in this article.

It should be emphasized at this point that position on a scale does not indi-

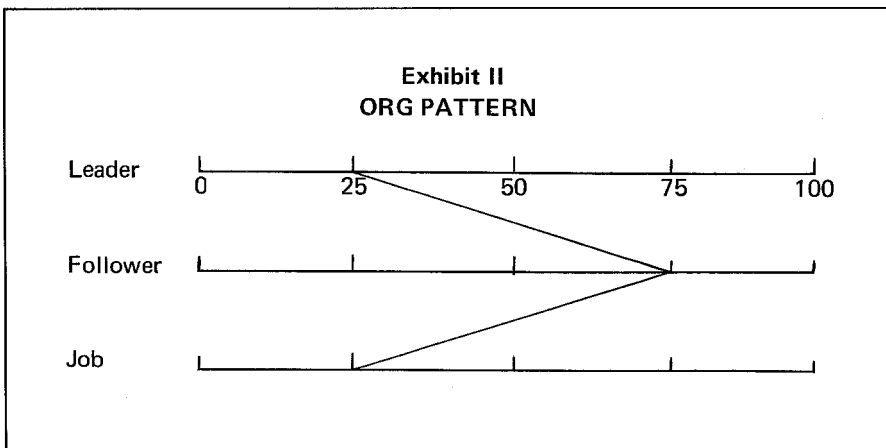
cate value. As you will see, the element styles or types have no great meaning alone — only in relation to each other.

ORG PATTERN

When you plot an actual situation on an Org illustration you are representing the pattern of that particular Org. Hence the term, Org Pattern. Exhibit II is an example of an Org Pattern.

Org Patterns are easy to read; the more vertical the lines drawn between the elements, the better. This 25-75-25 Org Pattern represents a situation where the leader's style tends to be more structured or authoritarian than the follower style. The follower leans more toward the less structured, laissez faire style. The job type closely matches the style of the leader.

The situation is probably a bad one. The follower probably dislikes his work and just as probably does not like working for his boss. The job has to suffer along



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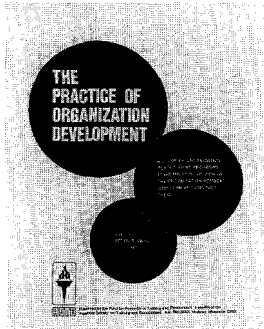
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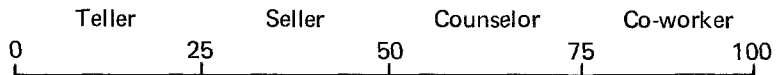
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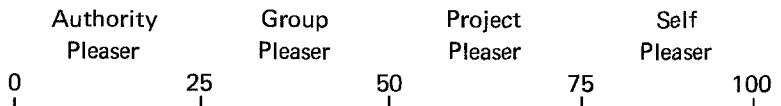
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Exhibit III IDENTIFICATION OF SCALE ELEMENTS

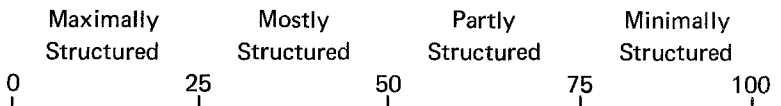
Leader Style:



Sub Style:



Type of Job:



with the personalities involved. Does this mean that the leader is not doing his job, or that the follower is incompetent, or that the job is poorly designed? Emphatically, not at all. It's just that the combination is wrong. The situation can be rectified by replacing or modifying the elements to bring them into better alignment.

ELEMENT IDENTIFICATION

We want to avoid a straight mathematical approach to reading Orgs because most of us prefer to deal in non-mathematical terms. Fortunately, many names or "handles" either already exist or could be easily devised to identify the various styles of Leaders and Followers and types of Jobs.

We divided the scales into four parts and gave each quarter a name. We listed some descriptive remarks that will aid you in identifying the various styles and types without the use of the objective instruments. In Exhibit III, the names are shown on the scales at the position to which they correspond.

The concept of leadership and followership style is widely accepted. Although we can modify our style temporarily, or

even change it permanently through considerable effort, most of us tend to behave in certain ways in various organizational situations. Our style is established early in life by following the example of those close to us and by what we found to work — another example of the power of precedent.

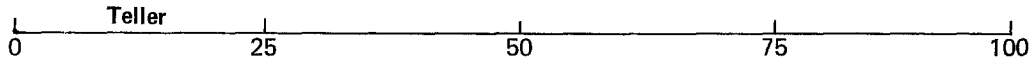
All of us would like to ascribe greater virtue to our particular style; but, like so many things, virtue of any style is relative to the other elements within a given Org Pattern.

The Job element could, with justification, be broken down into finer gradations — but only at the expense of complicating the Org concept. We found the four types mentioned usually more than adequate to describe the job element.

STYLE DESCRIPTIONS

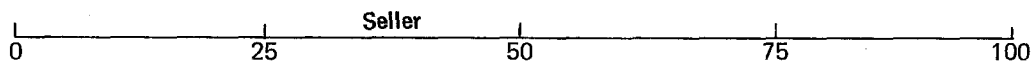
Following are the descriptions of the various leadership and followership styles and the types of jobs. After each set of descriptions you'll find a blank scale that you can use to do an exercise. Later you will find a composite scale that you can use to develop an Org Pattern. The exercise should be revealing to you.

LEADERSHIP STYLES



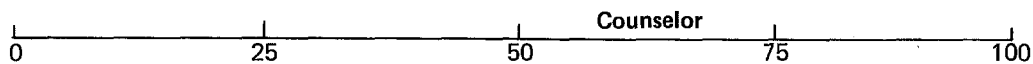
- Subordinates are extension of his limbs and senses.
- Tells subordinates what, who, when, where and how — not why.
- Supervises closely, allows little deviation from prescribed pattern.
- Traditional and still most common form used throughout the world.
- Leads tribes, conducts symphonic orchestra, commands bombers, runs prisons, manages clerical personnel and production workers.

**Style
1**



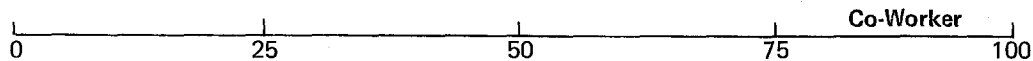
- Subordinates are extensions of his brain as well as his limbs and senses.
- Uses motivational techniques to make subordinates want what he wants.
- Delegates responsibility as well as authority.
- Tells subordinates why, as well as how.
- Promotes team spirit, inspires loyalty and enthusiasm.
- Expects subordinates to want what he wants.
- Manages managers and other professionals, deals in intangibles, many occupations in industry, government and education.

**Style
2**



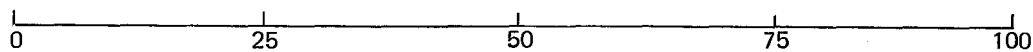
- Counselor — coach.
- Assumes subordinates are highly competent professionals.
- Assumes subordinates are fully motivated to complete task.
- Checks subordinates' progress periodically, gives helpful suggestions and encouragement — door is always open.
- Puts minimal limitations on subordinates in their methods of operation.
- Some top executives, leaders of doctors, attorneys, artists and other creative types.

**Style
3**



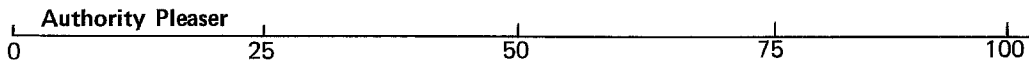
- First among equals — one of the boys.
- Leads by example.
- Allows all to have a voice in decisions.
- Makes decisions on vote of majority.
- Takes all responsibility but allows subordinates much authority.
- Executive teams, committee and board chairmen, research leaders, any group that inherently feels responsibility for the task.

**Style
4**



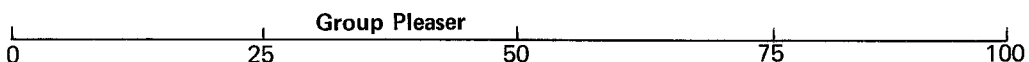
Indicate your style of leadership by putting an "X" on this scale at the appropriate spot.

FOLLOWERSHIP STYLES



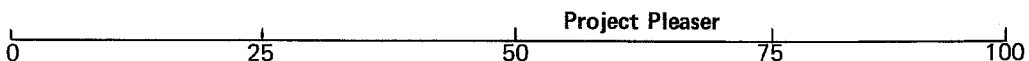
- Reliable.
- Wants clear orders for precise tasks.
- Will do anything to please the boss.
- Likes, and respects the apparent leader.
- Dislikes responsibility but will take it to get approval.
- Treats his subordinates in an authoritarian manner.
- Traditional attitude of subordinates, honors institutions and bureaucracies.
- Found in all types of occupations and callings.

**Style
1**



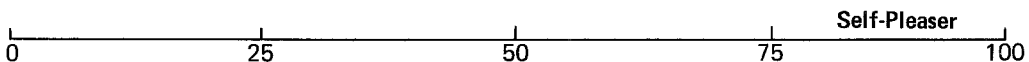
- Team player. Likes challenges and goals mathematically specified.
- Can and will work in a variety of group-approved ways to achieve goals
- Considers a group like a family, fears rejection and is very loyal.
- More people-oriented than thing- or task-oriented.
- Usually very likeable, non-threatening to others.
- Very similar to Authority Pleasers but prefers approval of group.
- Performs well in occupations that provide for group identification.

**Style
2**



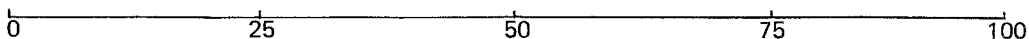
- Technical achiever. Prefers to work with things rather than with people.
- Very analytical, but can't deal with many people.
- Likes everything orderly and predictable.
- When working with people, follows mechanical procedure.
- Greatest pleasure to turn something complex into a procedure.
- Avoids close human relationships.
- Works well alone and will achieve goal with minimum attention if job is challenging.

**Style
3**



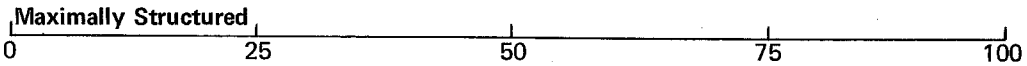
- Ambitious, wants to conquer every situation. Winning is only thing of importance.
- Will overcome all obstacles to achieve - self-starter.
- Likes recognition and can be motivated with it.
- Rugged individualist who can accomplish the impossible.
- Performs best in occupations that offer opportunity for unlimited economic or social growth.

**Style
4**



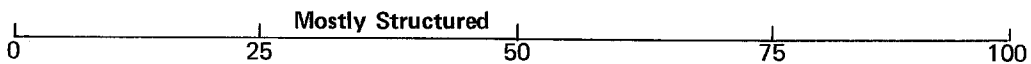
- Put an "X" on the above scale at the appropriate place to represent a subordinate (past or present) of yours who worked well with you.
- Put a "Y" on the scale at the appropriate place to represent a subordinate of yours (past or present) who worked poorly with you.

TYPES OF JOBS



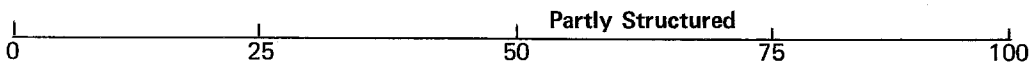
- Highly technical tasks in the sense that procedures are structured in detail.
- The exact goal can usually be measured quantitatively.
- Person performing task knows just where he is going and how he is going to get there.
- Lends well to close supervision.
- Many very complex tasks can be performed in a technical, non-creative fashion, such as surgical, accounting and data processing procedures.

**Type
1**



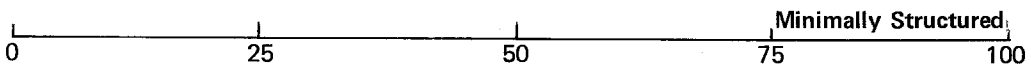
- Goal can be precisely measured in quantitative terms.
- Person performing task has more than one acceptable method of achieving the goal.
- Task examples in this category include: certain types of salesmen, various craftsmen, medical professionals, many managerial positions.

**Type
2**



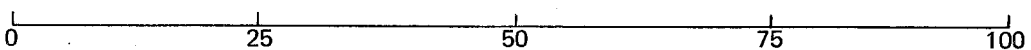
- Goal is exactly structured but the method of obtaining it is left to the discretion of the person charged with the task.
- Task is usually one demanding creative or very unusual talents.
- Task examples in this category include executives on special assignments, advertising and artistic assignments, hired assassins.

**Type
3**



- Goals are defined in broad, generalized terms.
- Method is rarely dictated because of the high esteem in which the person charged with the task is held. Progress checks are loosely structured and very tolerant of methods.
- Examples of tasks in this category include research and development task leaders on special grants and public, industrial, and employee relations assignments on the executive level.

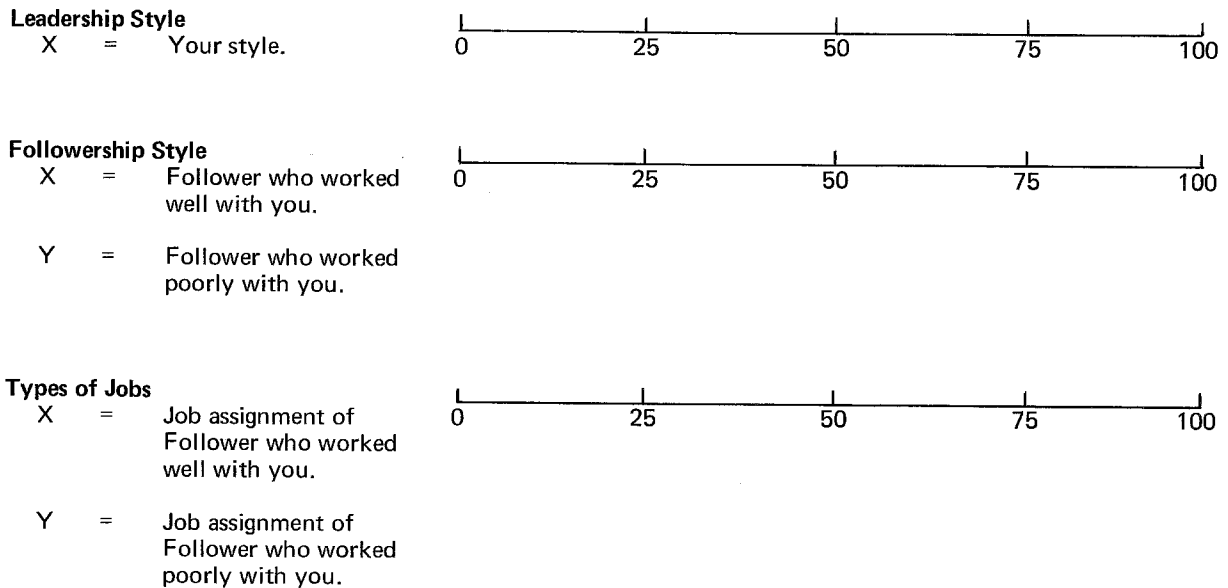
**Type
4**



- Put an "X" on the above scale at the appropriate place to indicate the kind of work performed by your subordinate who worked well with you.
 - Put a "Y" on the scale at the appropriate place to indicate the kind of work performed by your subordinate who worked poorly with you.
- (NOTE: "X" and "Y" may be at the same spot if their jobs were the same.)

ORG PATTERN

Transfer markings from previous scales to this composite to plot your Org Pattern.



Draw a line from "X" on the Leadership scale to "X" on Followership scale to "X" on Job scale.

Draw a line from "X" on the Leadership scale to "Y" on Followership scale to "Y" on Job scale.

If analyzed correctly the "XXX" line should be more vertical than the "YYY" line.

CORRECTIVE ACTION

When you have completed an Org Pattern, the question naturally arises about what to do with it. First, it helps you to know yourself. Knowing your style is like knowing your hang up. Both of these concepts enable us to recognize what we are while permitting us to recognize that what we are isn't necessarily good or bad. Thus we are relieved of the weighty burden of defending our nature. Your style is you. While, as stated earlier, styles are established early in life, we can — as rational beings — modify or even permanently change our style if we are convinced of the need.

When and how to change in your interaction with others is something the Org concept can help you decide. You may have a Follower in your family, your work or your club whose style is one that requires stricter control and closer supervision than you normally care to give. When you are aware of this, you can objectively decide to modify your behavior when dealing with him to get the job done and to increase harmony within the Org.

You'll find the Org concept useful throughout the management process. You can use it to staff your organiza-

tion, make decisions about recruiting, hiring and firing. You'll find it useful in determining training programs, supervisory procedures, and when motivating and evaluating subordinates. You'll also find it useful in making personal decisions such as accepting transfers, promotions or new positions or joining social groups or clubs. It may even help your marriage.

The Org concept is another useful device for developing organizations. The decision of what element to modify or substitute in order to bring an Org into harmony and the courage to act still lies with the individual.