

Best Practice Presentation
Organizing Work
Ryan Sargent

Organizing Work: Best Practices

Organization – A group of people working together in a coordinated effort to attain objectives.

Organizing – the grouping of activities necessary to attain common objectives.

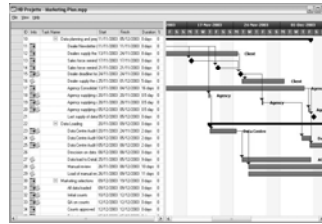
Informal Organization – the aggregate of the personal contacts and interactions and the associated groupings of the people working within the formal organization.

Serving to Promote the Potential Of People & Organizations

Organizing Work: Best Practices

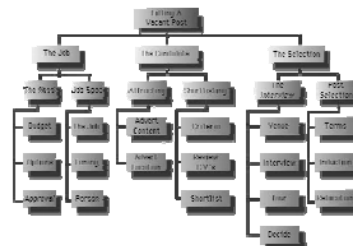
What is the purpose of Organizing?

- Establish lines of authority
- Create order within a group
- Improves efficiency and quality
- Improves communication



Historically Allows for:

- Increased specialization and division of labor
- Use of large-scale technology
- Manage the external environment
- Economize on transaction costs
- Exert power and control



Organizing Work: Division of Labor

Vertical Division of Labor

- The establishment of lines of authority
- Facilitates the flow of communication within the organization
- Toyota (5 Levels) vs Ford (15+ Levels)

Horizontal Division of Labor

- Specialization of work
- Fewer skills per person
- Develops proficiency
- Utilizes each workers best skills
- Allows for concurrent operation
- More conformity in the final product
- Can also result in job boredom and employee degradation (GM assembly line)



Serving to Promote the Potential Of People & Organizations

Power, Authority, & Responsibility

Power

- The ability to influence, command, or apply force
- Derived from control of resources



Authority

- Power derived from the rights that come with a position and represents the legitimate exercise of power
- A source of power for a manager



Responsibility

- Accountability for the attainment of objectives, the use of resources, and the adherence to the organizational policy
- Once accepted performing work becomes an obligation



Principles of Authority

Parity Principle:

- Authority and responsibility must coincide

Exception Principle:

- Managers should concentrate on matters that deviate significantly from normal and let subordinates handle the routine

Unity of Command Principle:

- Employees should have one and only one manager (office space)

Scalar Principle:

- Authority in the organization flows through the chain of managers one link at a time ranging from the highest to the lowest

Serving to Promote the Potential Of People & Organizations

Delegating Work

Required to Delegate tasks:

- Must be acquainted with employees abilities
- Create responsibility
- Clearly define objectives and standards for completion

How to Delegate:

- Analyze how time is spent
- What can be delegated
- Who can handle it
- Delegate authority
- Create obligation
- Control the delegation

Reasons for Reluctance:

- Fear subordinates will fail
- Easier to do it themselves/ Comfort of previous job
- Subordinates will look too good/ Attraction to power
- Preconceived ideas of employee



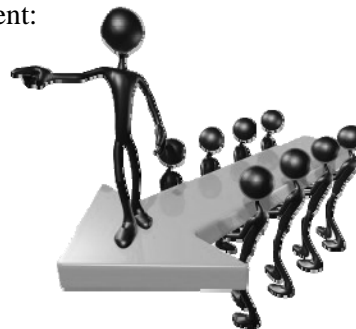
Span of Management

Span of Management

- The number of subordinates a manager can effectively manage.

Factors that affect Span of Management:

- Job Complexity
- Job Variety
- Job Proximity
- Subordinate Ability
- Managerial Ability



Serving to Promote the Potential Of People & Organizations

Centralization VS Decentralization

Centralization

- Little authority is delegated to lower levels of management

Decentralization

- A great deal of authority is delegated to lower levels of management

Reflected by the numbers and kinds of decisions made by lower levels of management.

Organizing Work Hot list

Web Sites

- <http://www.worldvillage.com/tips-on-organizing-work>
- <http://ezinearticles.com/?Organizing-Work-With-the-ABC-Method&id=71077>
- http://www.hyperhot.com/pm_wbs.htm

Tools

- Microsoft Project
- Quickbase
- Primavera
- Microsoft Excel

Serving to Promote the Potential Of People & Organizations



The ShowUHow Program



Product Support Made Simple

- Free online Video Instruction Guides (VIG's) for products that require setup, assembly, or use instruction
- Taking the product out of the box and putting it together from the customers point of view using the manufacturers instructions
- Manufacturers contract ShowUHow to create VIG's for "Problem Child" products
- Videos are hosted on ShowUHow website and links are provided for manufacturers website and associated retailer websites

ShowUHow Work Teams

Coordination between three departments

- VIG Production
- User Experience
- Client Services



Independent Contractor Production Teams

- Camera Operators
- Assembly Technicians
- Writers
- Voice Over Talent
- Video Editors



Serving to Promote the Potential Of People & Organizations

ShowUHow VIG



<http://www.showuhow.com/VIGS/STPANY00007/tabid/1107/language/en-US/Default.aspx>

Organizing Work

Questions?

Serving to Promote the Potential Of People & Organizations