Tool 5 // Working Structures

Some thoughts before you start...

The global pandemic in 2020 saw a dramatic increase in the number of people working from home, working remotely and becoming part of a distributed team. For many, working from home was a revelation, appealing and offered more flexibility. Many people missed the office environment, the team spirit, working side by side with other people. We will all continue to have different preferences and working styles and it's important that we learn from the disruption and continue to evolve our working structures to align with our environment, needs and customers.
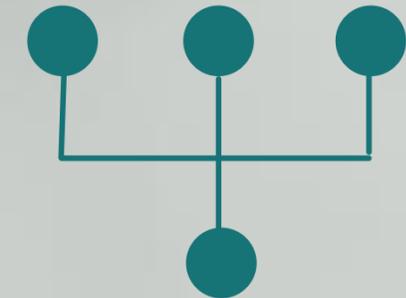
Tool 5 // Traditional Structures

Tradiationally structures have been hierarchical

Dominant organisational model has evolved primarily for stability in a well-known environment
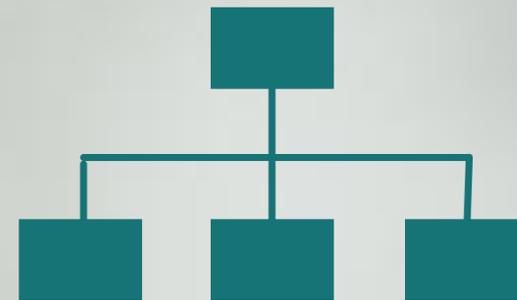
Based on idea of the 'organisation as machine'; static, siloed, structural hierarchy; linear planning
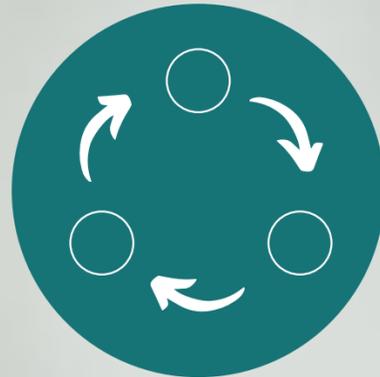
Manager leads a functional team in delivery of a department strategy that contributes to the overall business plan

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Tool 5 // Agile Structures

Many organisations are moving towards agile working structures

A 'living system' evolved to thrive in an unpredictable, rapidly changing environment

Stable, and dynamic, fluidly adapts to environmental changes; open, inclusive and non-hierarchical

Evolve continually and embrace uncertainty and ambiguity

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Tool 5 // Working Structures

There is a wealth of information available by googling **'agile working'** (scholarly articles, insights and models) which we won't attempt to recreate here. We've simply highlighted some key benefits of agile working and identified some key principles in a simple tool for you to surface and explore with your teams.

- Agile working ensures that the right resources and tools are available for the right jobs at the right time. It is iterative, adaptive and responsive to need. Agile organisations are more able to sense and seize opportunity. Agile structures have networks of empowered teams with clear accountability.
- An agile structure encourages testing, experimenting and continuous learning
- Research has shown that agile working increases productivity and entrepreneurialism
- Agile working offers people role mobility with an increased sense of freedom and flexibility
- Agile working reduces operational costs, with better space management.
- Agile working makes the best use of collaboration and project management technologies, with less time spent on emails, reporting, and meetings.
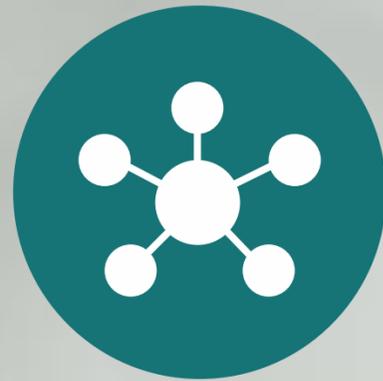
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Tool 5 //
5 characteristics of agile organisations

people
make it
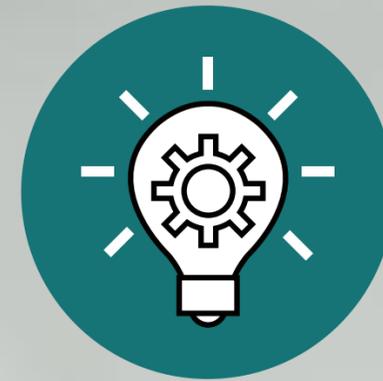work

we are culture people

Have a North Star

A network of empowered teams

Teams and work sprints support rapid decision making and learning cycles

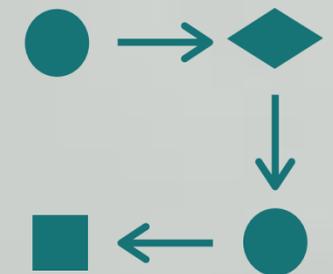**A dynamic people model**

Employs technology and flexible working

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Tool 5 // North Star

The North Star holds nearly still in our sky while the entire northern sky moves around it

Encapsulates your collective organisational understanding of your core purpose and values

An actionable guide to help make confident, informed day-to-day decisions

May be a constant, or may adopt a North Star for a specific moment in time. It is still rooted in your purpose and values.

Encourages flexibility and iterative planning

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Tool 5 // Step One, Two & Three

The tool on the next slide will help you and your team explore your structure and where to focus your efforts. It suggests a range of questions that you can adapt or add to. The answers to the questions will surface where there are issues, blockages or barriers.

Step One: Review the questions and add to them to suit you and your organisation

Step Two: Ask team members to complete the questionnaire and amalgamate the scores.

Step Three: What are the areas of elements that need the most work? What will support that work?
This might include:

- Clearer guidance on quality
- Empowering teams and individuals, redistributing decision making
- Creating a compelling 'North Star'
- A shift in team structures to create more flexibility and sharing of skills and expertise
- A flattening of the structure to reduce bureaucracy and blockages
- Investment in new software / technology

- A review of the working environment
- Reviewing key performance indicators to support the North Star
- Further investment in customer feedback and environmental scanning
- Reviewing and redistributing the resources, skills and experience you have across the organisation
- Creating time and space for reflection and learning

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Tool 5 //
Exploring Working Structures

people make it work

we are culture people

In my organisation / team the following is true:

Score each element 1 - 10 (1 - completely agree, 10 completely disagree)

	SCORE
It is clear how decisions are made - I know what criteria we use for making decisions	
I have a clear understanding of what quality means for our organisation	
I am empowered to make decisions	
I am personally invested in delivering quality	
I have the tools, resources and skills to deliver quality work every time	
The organisation is quick to adapt, reiterate and respond to opportunities and change	
Team members support one another and collaborate on projects bringing a variety of skills and experience	
Decision making is efficient	
Information is accessible and transparent - I know where to find what I need	
Everyone is working effectively and efficiently	
We are making the best use of project management and collaboration software	
There is a sense of energy across the organisation	
I feel like everyone is pulling in the same direction	(10 very positive, 1 very negative)

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Tool 5 //
Working Structures Questionnaire

The environment I work in supports me in my work and enables me to do my best work I work with a range of people with different skills and knowledge

I am tangibly adding value to the organisation

Customer feedback shapes our work - we respond to shifts in customer behaviours, preferences and needs

I know what our collective priorities are and the outcomes that we are working towards

I have meaningful relationships with an extended network of people that I can turn to for ideas, support, and solutions

I regularly share my knowledge and experience with others

Everyone's work supports the organisational objectives

We have managed out duplication

Project teams are quickly scaled up or down to meet need

We are all working on the right projects, at the right time with the right people

I am encouraged to innovate, test and explore.

We are a learning organisation. Feedback is built into our processes.

SCORE

(10 very positive,
1 very negative)

Further resource:

The benefits of agile work environments
focus.flokk.com

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