

FLOW SYSTEM

PARTICIPANT WORKBOOK

Distributed Leadership

Workbook 2: Organizational Design



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Lines of Communication

For multiteam systems, the value of flow consists of two or more teams working interdependently and independently to complete a product or service.

Micro-enterprises decompose work into smaller groups to deliver end-to-end value. Each micro-enterprise is independent of the other.

The recommended size of any micro-enterprise is less than 150 people.



Dunbar's number (5/15/50/150) is composed of the following:

- 5 intimate friends
- 15 good friends
- 50 friends
- 150 acquaintances

In the following exercise, you will identify the organizational structure and the communication structure for your department. You will compare these two structures to identify any gaps. You will fill in these maps with the total number of people in your department and the number of people by product or service.

ORGANIZATIONAL DESIGN

Identify or map out your department's organizational structure. Attach a drawing to this worksheet.

Map your departments communication structure. Attach a drawing to this worksheet.

Identify all communication pathways (see figure 1.4 in the introduction, or figure 4.4.9 under Team Science for more information).

Identify the similarities or differences between these two structures.

What lines of communication did you identify that are not included in the organizational structure diagram?

How would you recommend altering the organizational structure based on these differences?

Map out a proposed change to your department's organizational structure and attach it to this worksheet.

Include the total number of people in your department in the proposed map.

Identify the total number of people by product or service in the proposed map.

ORGANIZATIONAL DESIGN (CONT.)

Map the lines of communication for each product or service including the total number of people.

Where does the total number of people fall in comparison to Dunbar's number? How many people per product or service (5/15/50/150 or more?)

If any product or service is greater than 150 identify potential changes that could be made to keep the number to less than 150.

Is there an opportunity to introduce micro-enterprises or multiteam systems to keep the numbers more manageable?

Connect the Three Helixes:

Flow can only be achieved when the three helixes are interconnected. To identify how this could occur, the next exercise requires the reader to identify examples of different methods from each of the other two helixes (complexity thinking, team science) that might work well with organizational design.



CONNECT THE HELIXES	
<p>Select a scenario or problem that would benefit from implementing organizational design techniques.</p>	
<p>Identify three methods from complexity thinking that could work with organizational design. Give a brief description on how they complement one another.</p>	
<p>CT Method 1:</p>	
<p>CT Method 2:</p>	

CONNECT THE HELIXES

CT Method 3:

Identify three methods from the team science helix that could work with organizational design and give a brief description about how they complement one another.

TS Method 1:

TS Method 2:

TS Method 3:

Provide a description explaining which methods from each of the three helixes (with organizational design being the DL method) work best for the scenario/ problem identified earlier.