

What's on your minds?

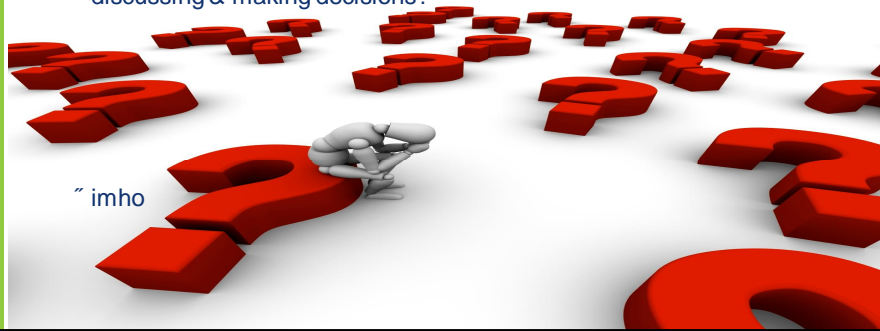
- Usually a sense that something is not quite right
- Questioning of where functions fit .of roles .of responsibilities
- Questioning of whether collaborative technologies belong in work
- Questioning of how to organize functions of a library when those functions are so engrained
- Questioning of where a job starts and stops . of where work starts and stops .of skills required for jobs

b3ta.hnl.design.nl

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The questions for organizations

- “ How should we be organized to best interact with & delight our clients or patrons?
- “ How should we be organized to make the best decisions in the least amount of time?
- “ Rephrasedō How should people be working together, collaborating, discussing & making decisions?



Organization Structure Basics

1. Past structures are not effective for present or future work processes
2. Generally, the younger the staff, the more comfortable with technology, collaboration; more uncomfortable with top-down, how did they get to that?+decisions
3. Technology impacts organizations; how it impacts depends on people
4. Small, agile groups move faster than large bureaucracies
5. Leadership & followership are CSF
6. 85/15 rule: process & structure problems beat people problems hands down
Jim Clemmer in Firing on all Cylinders

Organization Design Principles

- ~ Form follows function
 - . Functions change quickly
 - . Form drives behavior
- ~ Reporting relationships create ties that bind+
- ~ Collaboration decreases as distance & priorities increase

Organization Design Principles

Organizational forms are tools for shaping your work processes & employee relationships to support your strategic priorities

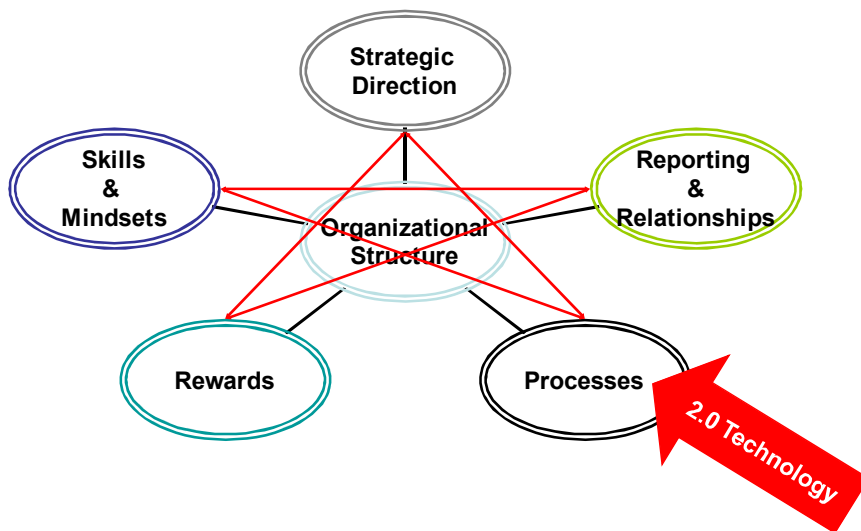


Organization Focus

Structure should create an organizational focus on the right issues at the right time

What IS the library's main focus?

Galbraith's Star Model



Imperative that we use the devices, not vice-versa

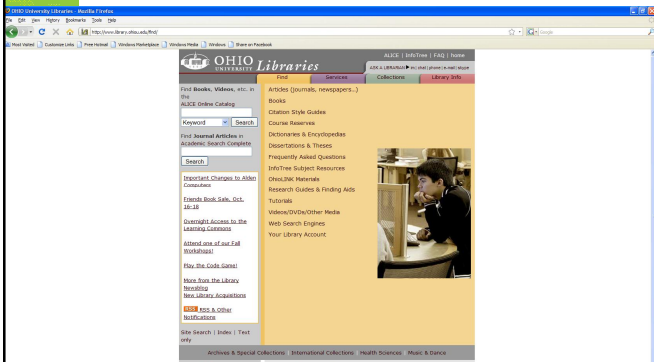
Ask not what the technology can do for the organization, ask what the organization wants the technology to do for the people



2.0 libraries



2.0 toolbox



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What I'm finding

- “2.0 libraries are realigning staff on a team-by-team basis
- “They recognize it’s the people skills & approach that matter the most
- “They know the larger organizational issues have to be addressed, but ð .

2.0 critical success factor

Design the structure to exploit the library’s uniqueness, services & people and ð ..focus on the issues



2.0 Hierarchies


Oh yeah!

Flexible & adaptive

fulfill our deep needs for order & security..show us how we are climbingõ .give us identityõ +

Leavitt, HBR, March 2003

But!



Can lead to power-abuse, dishonesty, territory posturing, fear & complacency

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Who is looking at this?

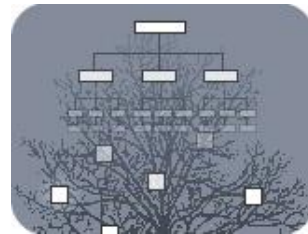
1. Tom [Davenport](#) . Harvard Business Review
 - . decision-making, knowledge management & process design
 - . dubious of 2.0 tools changing structure in the near term
 - . <http://blogs.harvardbusiness.org/davenport/>
2. Andrew [McAfee](#) . Harvard Business School
 - technology perspective
 - hopeful for the empowering possibilities of 2.0
 - <http://andrewmcafee.org/blog/>
3. [The future of work.net](#) especially their /blog
 - based on Charlie Grantham's Future of Work book (great)
4. Jessica Lipnack . author of Virtual Teams
 - <http://endlessknots.netage.com/> - fantastic
 - [OrgScope](#) & [working papers](#)

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Who is looking at this?

“a dynamic flow of power and authority based on trust, knowledge, credibility and a focus on results enabled by interconnected people and technology.”

<http://blog.wirearchy.com/>



Jon Husband
Techno-anthropologist

Should you be asking those questions?

Good people in a poorly designed organizational structure fail, while average people in a healthy organization succeed. +

» N. Dean Meyer and Associates

Structure that is not supportive or strategic will never succeed, regardless of technology



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THANKS!

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