

Chapter 8

- Know Structure is everywhere
 - o Structure: Anything composed of parts arranged together in some way
 - o i.e. earth structure DNA, Roads, sports, building, THON
- Organizing: Arranging tasks, people, and other resources to accomplish the work (create structure)
 - o Arrange Resources
 - o Dividing up the work
 - o Coordinating activities
- Formal Vs. Informal
 - o Formal Structure- the official structure of the organization
 - Organizational Chart- describes the arrangement of work positions within an organization
 - o Informal Structure- the set of unofficial relationships among an organization's members
 - Social Network Analysis- identifies the informal structures and their embedded social relationships that are active in an organization
- Google video → Googles Structure
 - o Google grew too fast that they had no structure
 - o Eric Schmidt with Larry
 - Quarterly reports
 - Staff Meetings
 - Financials
 - All Together Structure Needed Fixings
- Organization Chart – Know “elements” slide- 7 elements
 - o Elements:
 - Division of work
 - Chain of command
 - Span of control
 - Communication flow
 - Major Units
 - Staff V. Line
 - Levels of Management
 - Zerox:
 - o CEO → Services/Operations/Customer Ops → ACS, Global Docs,CFO
 - o Chain of command
- Staff and line Reporting
 - o Understand what we are doing
 - o Line= doing the Fighting, directly involved in producing, delivering, selling
 - i.e. marketing, production
 - o Staff- Supports the people
 - Environmental, HR, legal
- Span of Control
 - o The number of persons directly reporting to a manager
 - Wider- control of more people
 - Narrow- Control of less people
- Michael Dell Video
 - o CEO had to many people reporting to him
 - o Too many overlaps in the organization
 - o Restructured the span of control from wide to narrow
- Social Network Analysis

- o Diagrams
 - People going from person to person
 - People get left out
- Five Types of structure
 - o Functional Structure- groups together people with similar skills who perform similar tasks
 - EOS make efficient use of human resources
 - Functional experts are good at solving technical problems
 - Training within functions promotes skill development
 - Career Paths are available within each function
 - o Divisional Structure- groups together people working on the same product, in the same area, or with similar customers
 - Expertise is focused on special products, customers, or regions
 - Better coordination exists across functions within divisions
 - It is easier to grow or shrink in size as conditions change
 - o Matrix Structures- combines functional and divisional approaches to emphasize project or program teams
 - Performance accountability rests with program, product, or project managers
 - Better communication exists across functions
 - Teams solve problems at their levels
 - Top managers spend more time on strategy
 - o Team Structure- uses permanent and temporary functional teams to improve lateral relations
 - Team assignments improve communication, cooperation, and decision making
 - Team members get to know each other as persons, not just job titles
 - Team membership boost morale and increase enthusiasm and task involvement
 - WL Gore
 - o Get big by staying small
 - o Network Structure- uses IT to link with networks of outside suppliers and service contractors
 - Lower costs due to fewer full-time employees
 - Better access to expertise through specialized alliance partners and contractors
 - Easy to grow or shrink with market conditions
 - Dream Works
 - o System of network of individuals who have the skills you need
- Ron's Bean Bag Company
 - o Ron's metaphor for understanding different types of structures
- Functional (pros/cons)
 - o Cons- silos and chimney
 - Chimneys- competition grows
 - Silos- Workers care only about department
- Divisional- three ways (geo, product, consumer) – different examples (i.e. GE – Divisional deep expertise)
 - o Geographical- brings together people and jobs performed in the same location
 - o Customer- groups together people and jobs that serve the same customers or clients
 - o Product- groups together people and jobs working on a single product of service
- Matrix
 - o Difference between matrix and other structures
 - o Combination of functional and division
 - Brings people together from different functional departments
 - Lockheed Martin
 - R & D
 - Military Appearance
- Network and Team Structures
 - o Network – Dream Works

- o W.L. Gore Lattice Structure

- Central- Top management keeps the power to make most decisions
- Decentralized- top management allows lower levels to help make many decisions
- Delegation- the process of entrusting work to others
- Empowerment- gives people freedom to do their jobs as they think best
- Flat – fewer levels; wider spans of control
- Tall: more levels; narrower spans of control

Chapter 11

- Manager	- Leader
- Administers	- Innovates
- Systems/structure	- Focus on People
- Maintains	- Develops
- Relies on control	- Inspires Trust
- Short-range view	- Long-range view
- Asks how and when	- Asks what and why
- Maintains Status Quo	- Challenges status quo
- Does things right	- Does the right thing

- Leadership: when one group individual influences a group of individuals to want to reach important (big) goals
 - o Right experiences
 - o Right training
 - o Right attitude (ambition)
- Big 4 traits (trait, behavior, contingency, transform)
- Power (position and personal – 5 types)
 - o Position Power- Reward, coercion, legitimate
 - o Personal- expert and referent
- Sources of power “Toffler” – violence, wealth, and knowledge
- Visionary Review – Pat Woertz → Watch Video
 - o Leading change takes conviction
 - o Have strong beliefs and convictions
 - Keep eyes on destination and value of it
 - Trust in team
- Trait approach – Gardner’s List

o Physical Vitality	o Intelligence
o Accept Responsibility	o Task Competence
o Understand Others	o People Skill
o Achievement Need	o Motivate Others
o Courage	o Trustworthy
o Decisive	o Self-confidence
o Assertive	o Flexible

- o Competencies – Center for creative leadership

Leading Self	Leading Others	Leading the Organization
Ethics/integrity	Communicate	MGMT Change
Drive/Purpose	Develop Others	Decision Making
Demo Stature	Diversity	MGMT Politics
Learning Capacity	Relationship Building	Risk Taking
MGMT You	MGMT Teams	Setting Vision