

# Organizational Diagnosis & Design

Galbraith's Star Model  
Goold and Campbell's Nine Tests Assessment Model  
Review of a Functional organization model

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# Agenda

- Introduction
- Organization structure, Functional model
- Evaluation of the organization design
- Galbraith's Star Model
- Goold and Campbell's nine tests of organizational design
- Short term temporary/changeable structure
- Recommendation of design elements
- References

# Objective

- After the review of the NC Center for Voter Educations' Organizational Structure a recommendation will follow:
  - Functional model
  - Evaluation of the Organization Design
  - Review of Galbraith's Star Model
  - Review of Goold and Campbell's nine tests of organizational design
  - Recommendation of Organization Structure

# Introduction



NC Center for Voter Education – their goals for 2010-12. (See: <http://www.ncvoterred.com/>)

- **Vision Statement**

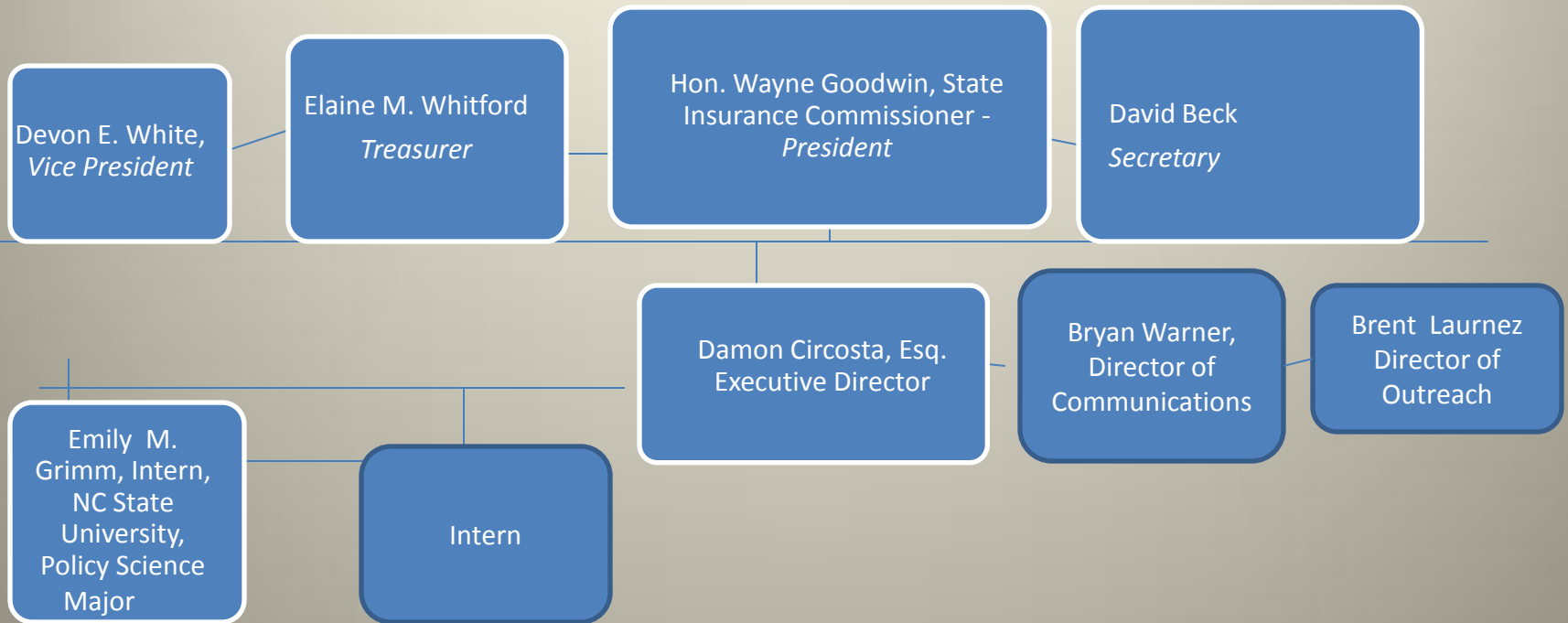
- *A leader in the field of providing voters in NC with the tools they need to be engaged.*

- **Two Priority Areas:**

- Establish a sustainable operating model that allows us to maintain and expand organizational capacity.
  - Enhance capacity to create and distribute salient information to voters.

# NC Center for Voter Education - The Functional Organization

The Functional Organization  
(Executive Officers & Staff)



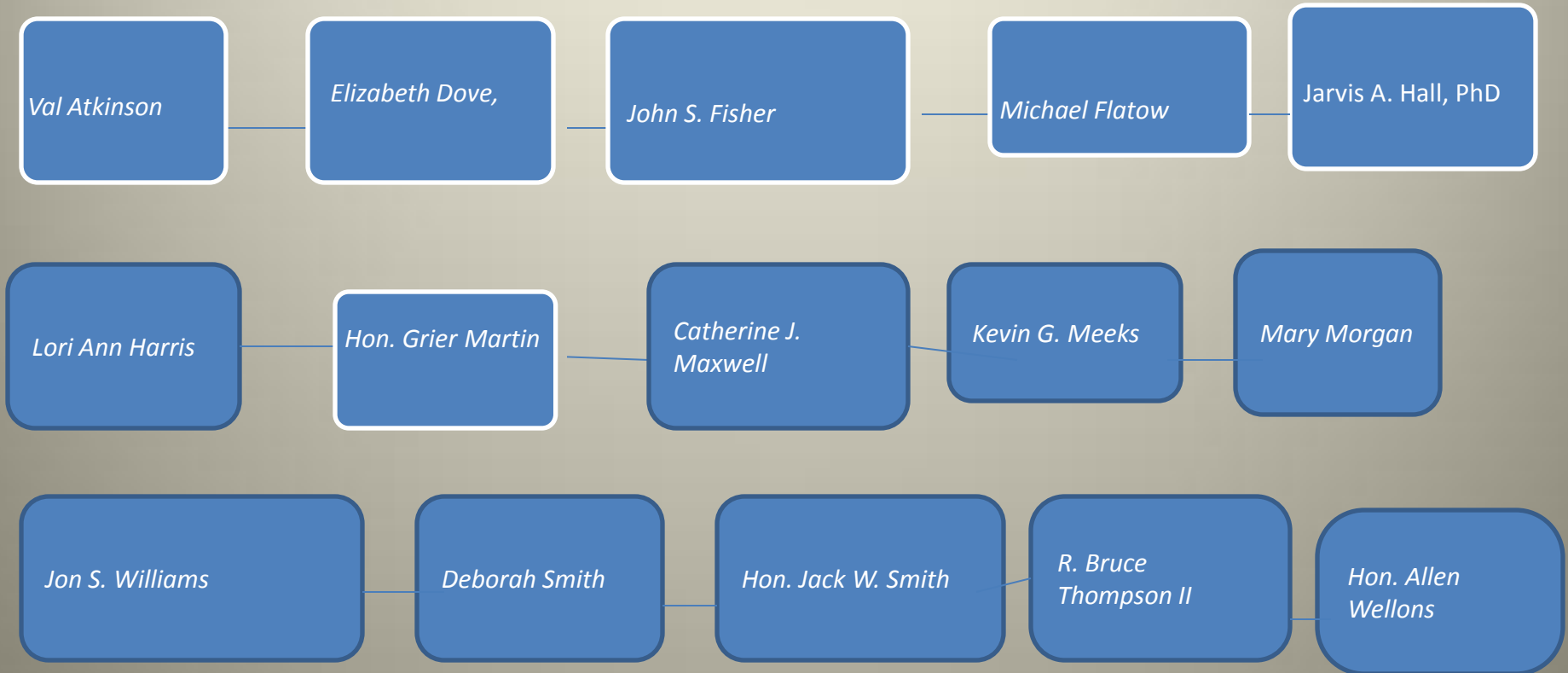
[figure 14.2] p 316

# NC Center for Voter Education - The Functional Organization



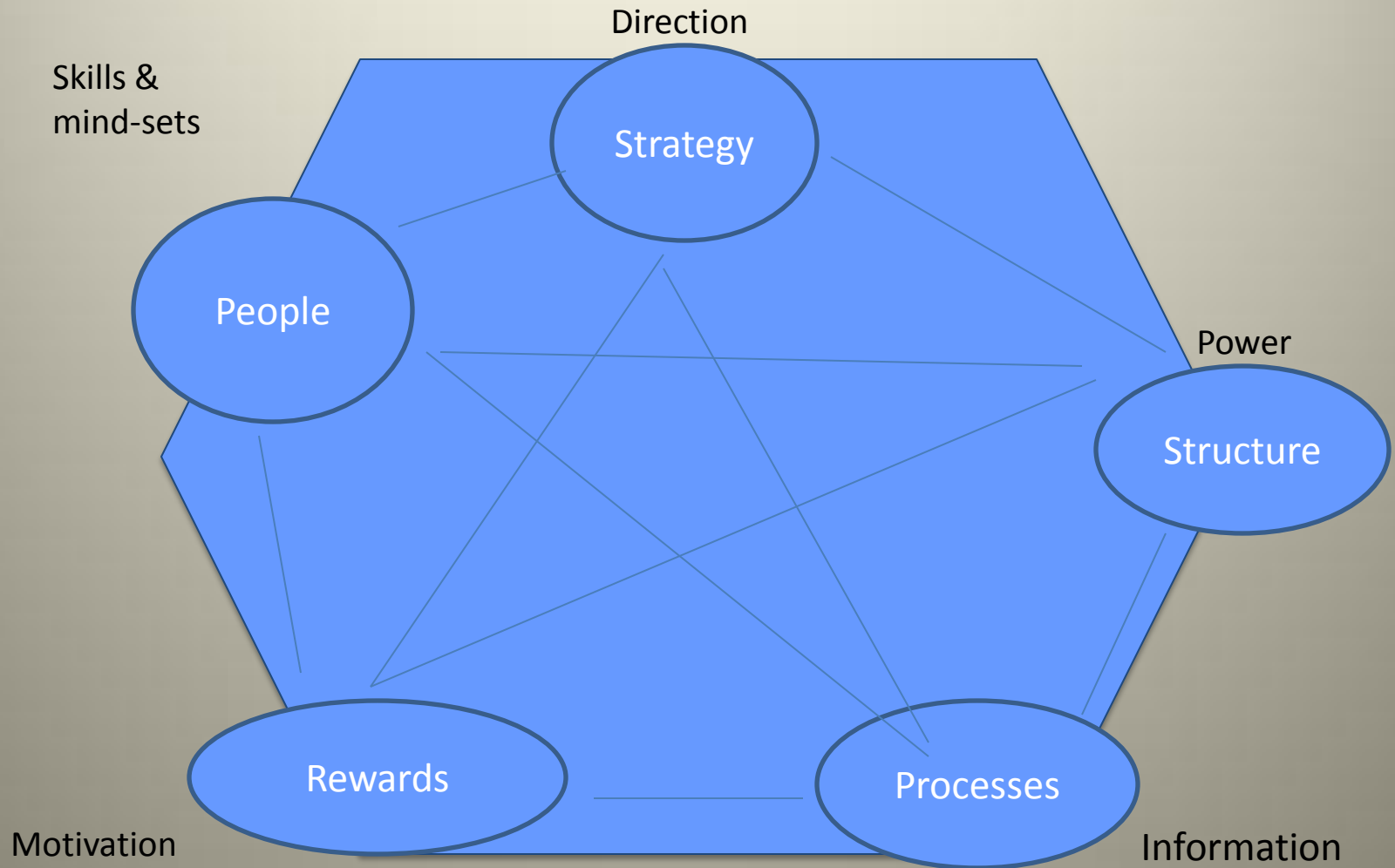
Microsoft Office  
Word 97 - 2003 Document

The Functional Organization  
(The Board of Directors)



[figure 14.2] p 316

# How Organization Design Affects Behavior



# Goold & Campbell's Organization Design

“Most executives can sense when their organizations are not working well, but few know how to correct the situation. A comprehensive redesign is just too intimidating (p 117).”



# Goold & Campbell Nine Test Questions



Microsoft Office  
PowerPoint Presentation

**Compare, Contrast and Analyze Goold's Nine Assessment with Galbraith Star Methodology:**

- 1) The right fit test. Does your design direct sufficient management attention to your sources of competitive advantage in each market?
- 2) The parenting advantage test. Does your design help the corporate parent add value to the organization?
- 3) The people test. Does your design reflect the strengths, weaknesses, and motivations of your people?
- 4) The feasibility test. Have you taken account of all the constraints that may impede your implementation of your design?
- 5) Refining the Design – Does your design protect units that need distinct cultures?
- 6) The Difficult Links Test - Does your design provide coordination solutions for the unit-to-unit links that are likely to be problematic?
- 7) The Redundant-Hierarchy Test – Does your design have too many parent levels and units?
- 8) The Accountability Test – Does your design support effective controls?
- 9) The Flexibility Test – Does your design facilitate the development of new strategies and provide the flexibility required to adapt to change?

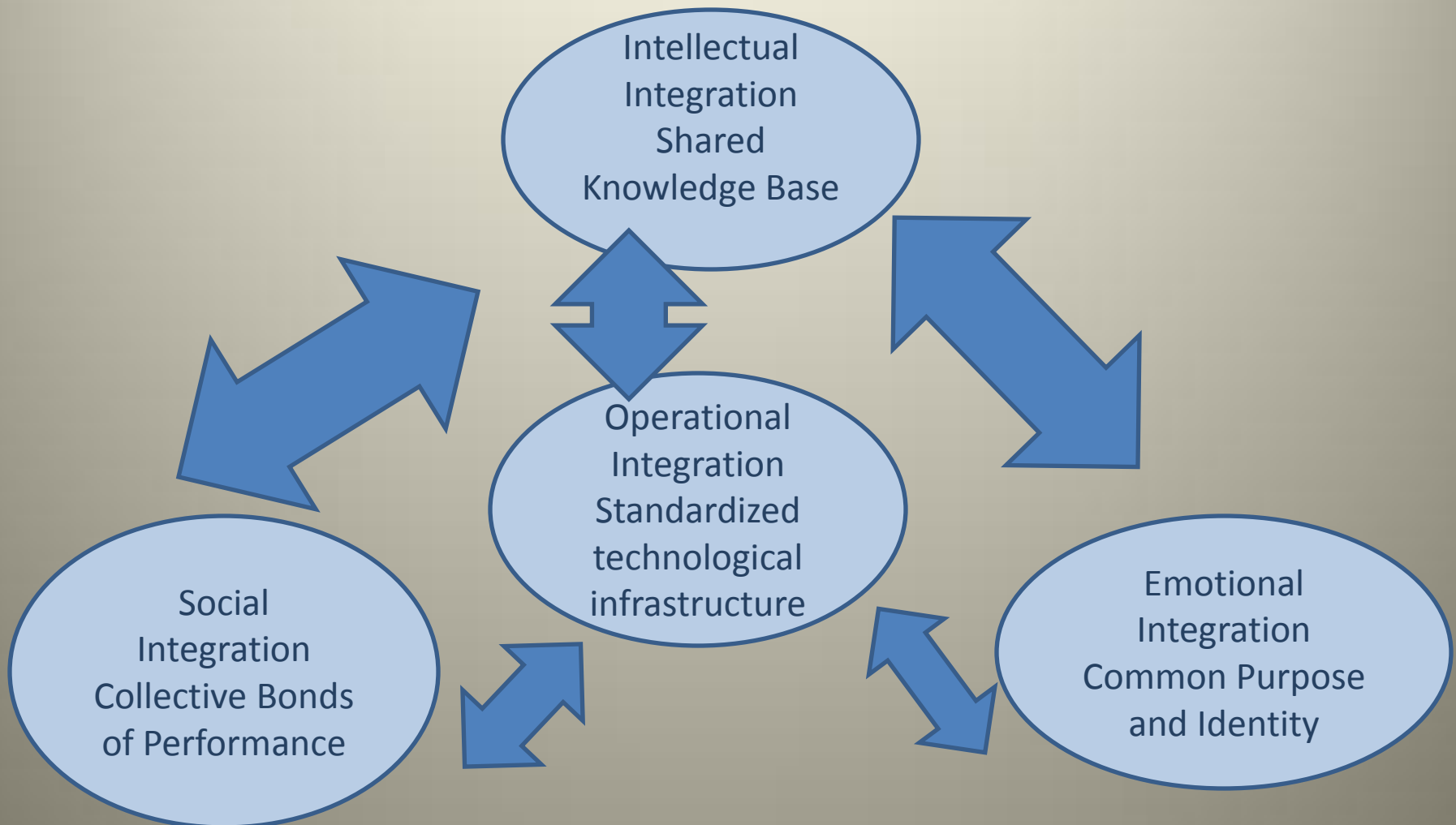
# Advantages, Disadvantages and Contingencies of the Functional Form

Advantages	Disadvantages	Contingencies
Promotes skill specialization	Emphasizes routine tasks, which encourages short time horizons	Stable and certain environment
Reduces duplication of scarce resources and uses resources full-time	Fosters parochial perspectives by managers, which limit their capabilities for top management positions	Small to medium-size
Enhances career development for specialists within large departments	Reduces communication and cooperation between departments	Routine technology, interdependence within functions
Facilitates communication and performance because superiors shares expertise with their subordinates	Multiplies intradepartmental dependencies, which can make coordination and scheduling difficult	Goals of efficiency and technical quality
Exposes specialists to others with the same specialty	Obscures accountability for overall outcomes	

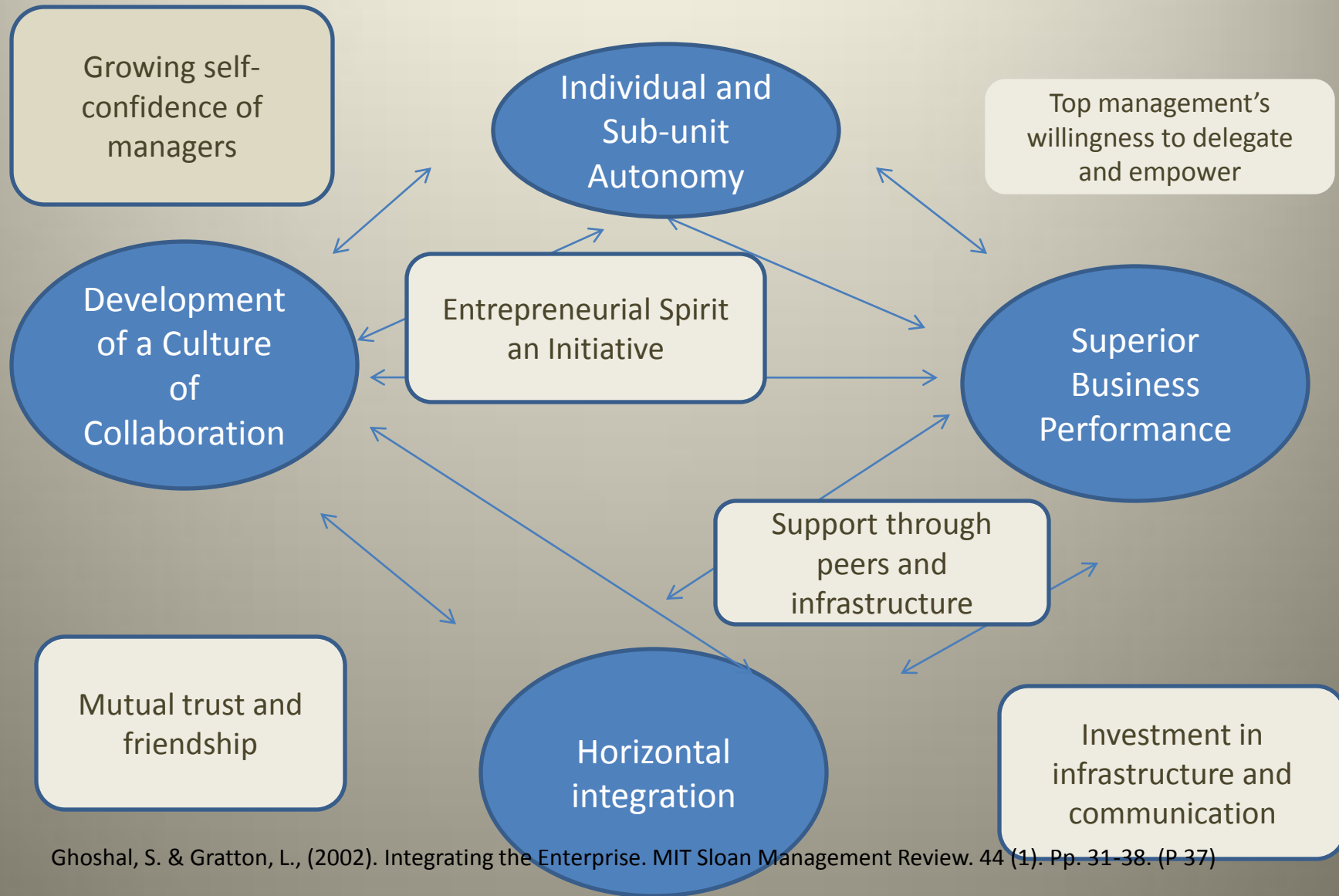
Source: adapted by permission of the publisher from JE. McCann and J.R.Galbriath, "interdepartmental Relations," in *Handbook of Organizational Design: Remodeling Organizations and Their Environment*, eds. . P. C. Nystrom and W. H. Starbuck column: vol.2 (New York: Oxford University Press, 1981),p. 61.

[Table 14.1] p 317

# A Framework for Organizational Integration



# The Co-Evolution of Autonomy and Horizontal Integration



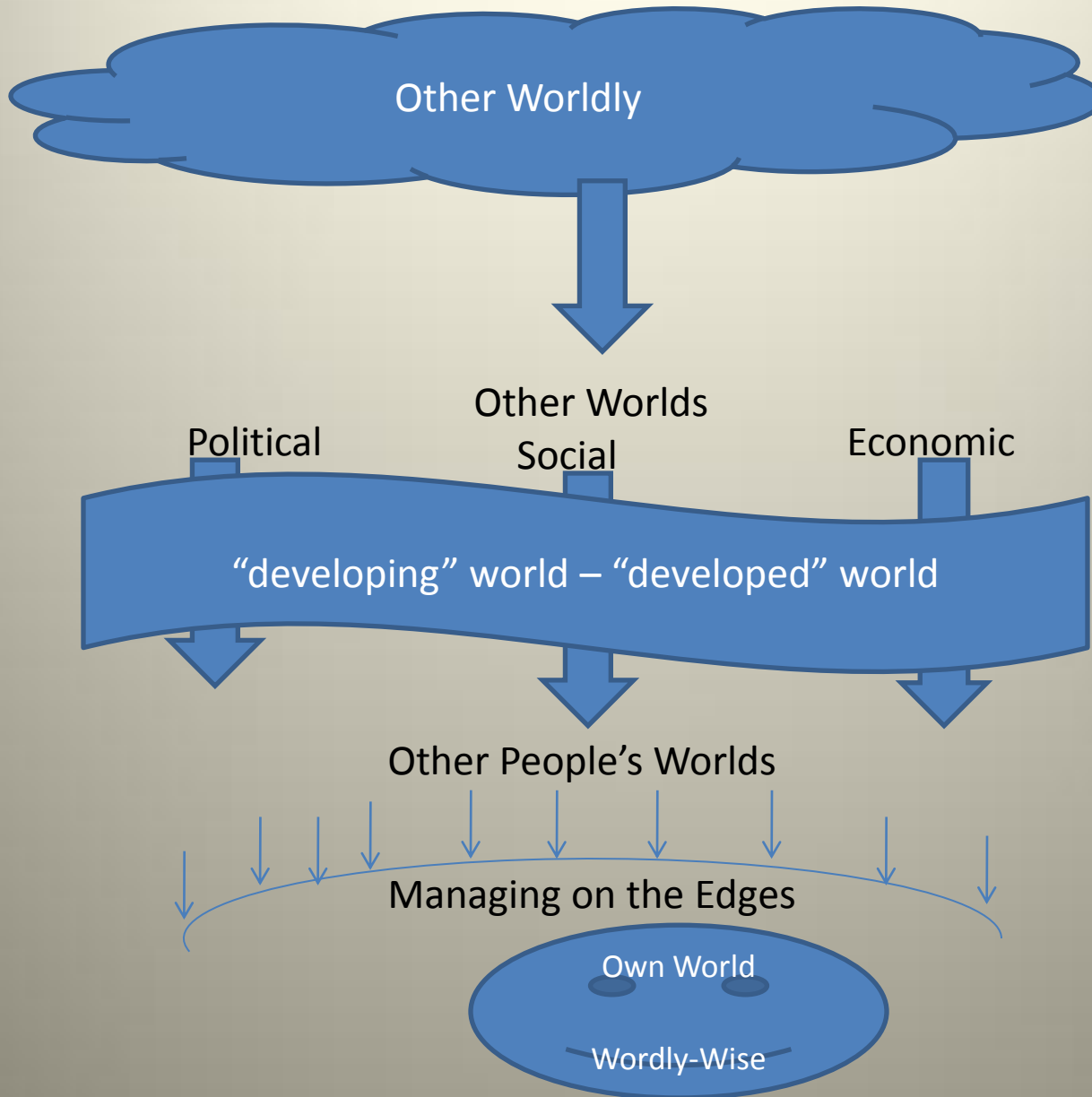


Figure 11.4 – p. 305, Map of the Wordly Module, Mintzberg (2004)

# Next Steps

- Review the Functional model continuously and make changes in the roles & responsibilities to increase accountability in meeting objectives.
- Consider feedback mechanisms such the LPI/360 review and use to increase leadership and management skills of all within the organization.
- Consider providing recommended training for all to address specific skill and behavioral curriculum based on LPI feedback. [addressing reward and performance improvement]
- Consider a form of career path for employees.

# Resources

- Ackoff, R.L. (1999). *Re-Creating the corporation: a design of organizations for the 21st century*. Oxford University Press: New York
- Cummings, T.G. & Worley, C.G. (2009). *Organization Development & Change*. Mason, OH. South-Western Cengage Learning.
- Galbraith, J. (2002) *Designing organizations: an executive guide to strategy, structure, and process*. San Francisco, CA: John Wiley & Sons, Inc.
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- Worley, C. & Lawler. (2006). E. Designing organizations that are built to change. *MIT Sloan Management Review*. (48) 1. Reprint 48107.