

Systematic organization and structural analysis within project management

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In project work, the analysis of organisation and structures make the dynamics, conflicts and structures within organisations and work teams visible. The attractiveness of the systematic method lies in the graphical and three-dimensional representation of relations within a system. These images produce new and relevant information - both on the emotional and cognitive levels.

This rather straight forward, yet quite dense method follows two steps: creating the picture of existing problems, followed by the development of a 'picture of solutions' from it. When showing solutions, development processes are initiated and new options for action are shown.

Benefits

What may be achieved by organization analysis (OA) and project management?

OA may be used as a tool for diagnosis for a current project to uncover conflicts, problem areas and sources of disturbances

OA can lead to development processes in the project work.

OA may be used for stakeholder analysis.

OA can contribute to decision making, e.g. to clarify tasks.

OA may motivate to learn to organize.

OA may increase the applicants' awareness of their own situation and role within a system.

OA may be used as a tool for career planning.

OA offers systemic coaching for project managers, project members and others.

OA may be used to evaluate factors leading to success or failure.

Target group

project managers

project members

clients

customers

personnel development specialists

trainers from the personnel development department

Implementation

An analysis is a joint effort that includes the group leader, the protagonist and the group.

The first target for the person, who does the analysis, is to bring the reality of the system or the organization to light.

This means that the protagonist has to choose the people who will represent the organization structure and arrange them in the room according to the analyst's internal picture of the organization. The representatives shall then listen to the feeling they have with regard to their systemic place, they will perceive these feelings and shall report them. The protagonist looks out for a representative within the group, to make it possible that he or she can look at the system from some distance.

The second target is the so-called solution picture. The analysts intervene into the picture and change the setting through the representatives, until the participants feel well in their new positions or at least until they feel better than in the original setting.

Now the protagonist enters the solution picture that has been developed. HE will now be able to perceive the externally made changes on himself.

Targets

Participants should understand the following principles of an organization and thus be motivated to change their behavior:

- The right of every employee to be a part of the organization.
Ideally this may mean that the organization takes care of its employees and helps them to develop as well as that the employees are loyal to their organization and dedicated to the organization's targets.
- Every employee's giving and taking must be balanced.
In Organizations there is an imbalance with regard to giving and taking. This must be balanced. Overpay and exploitation have negative effect on the organization.
- Seniors have preference.
Appreciation and acknowledgement for older employees' experience and merits is a must.
- Superiors have preference
Organizations are hierarchical. Myths such as 'we are all equal' lead to insecurity and relation conflicts as well as to longer decision making processes and useless discussions.
- Achievements must be recognized.
Among employees with equal rank and pay there will always be some, who show special competence or ability, which guarantee the success and further development of the organization. They need special acknowledgement and support for their contribution.
- Staying and leaving.
Somebody who needs the organization and is efficient may stay. Somebody who doesn't need the organization anymore, and still stays, may miss an opportunity somewhere else.

- Organisations are task-oriented systems.
It is important that the employees keep all people engaged in the system , all tasks and targets in mind.
- Old and new.
New ideas are difficult to implement in an organization when the old situation is not valued, as the old situation has worked out for a long time.

Bullet points on the benefits for the participants

OA may be used as a diagnostic tool, for stake holder analysis, career planning, and for the evaluation of factors leading to success or failure.

OA contributes to decisionmaking (eg. to clarify tasks) and awareness of one's own role within an organization.

OA can lead to development processes in the project work.

Bullet points summarizing the participants

Participants will become acquainted with the principles of an organization and will be motivated for going new ways, e.g.:

- The right of every employee to be a part of the organization.
- Giving and taking must be balanced with every employee.
- Achievements must be recognized.

An analysis is a joint effort of **all** participants.

OA addresses:

- Project managers (e.g. systematic coaching, etc.)
- Project employees (e.g. dealing with conflicts, career planning, etc.)
- Projects (e.g. may initiate development processes, uncover problems and sources of disturbances, initiate stake holder analysis and the evaluation of factors leading to success or failure, etc.)
- OA improves the satisfaction at work.
- OA leads to a continuous process of improvements.

Literature:

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