

## Strategic Brief Guide



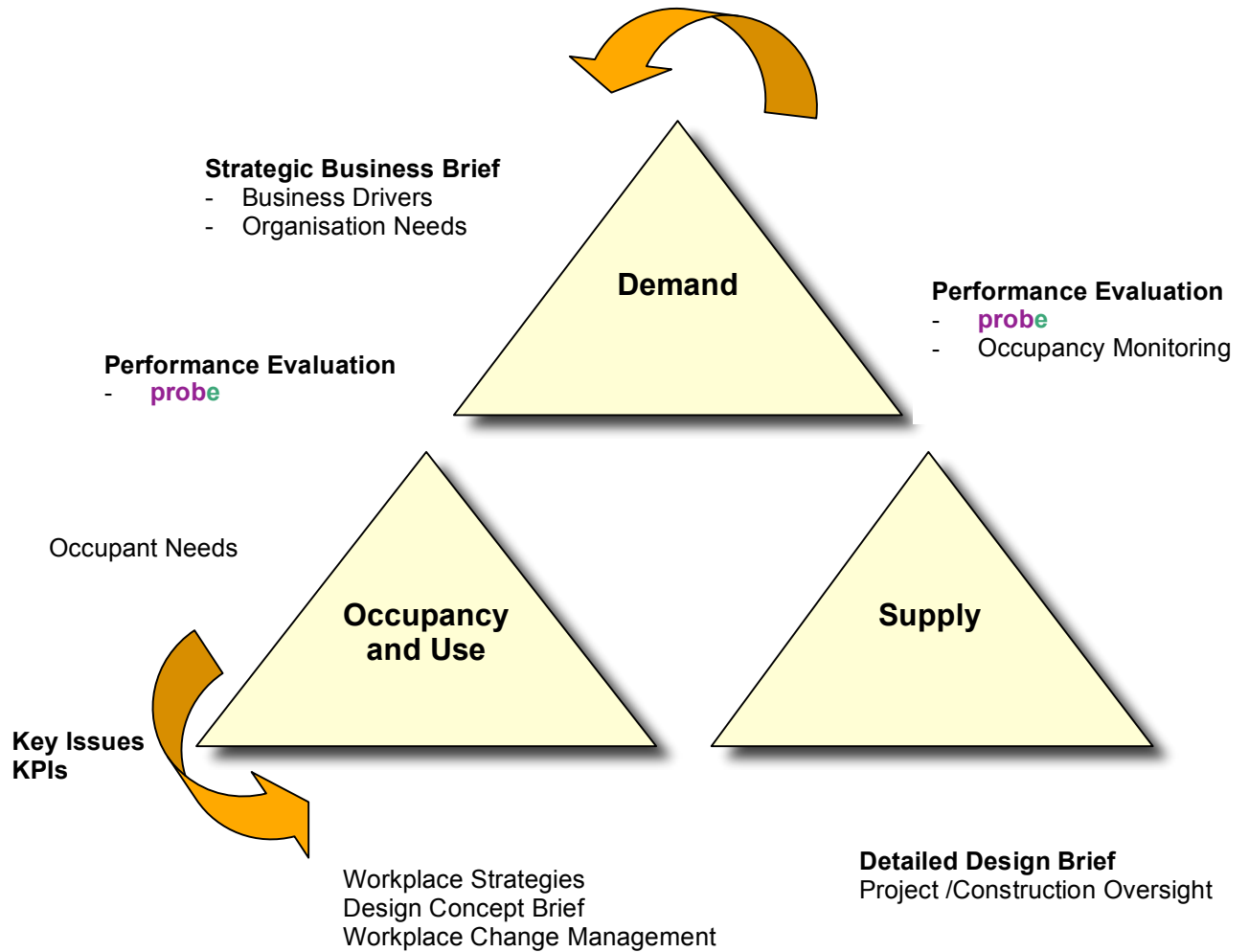
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# A Dynamic Briefing Process



# Aligning Organisation Structure with the Business Environment

## Stable Business Environment

Environment Characteristics: Stable, steady growth, low competitive intensity

Organisation Design Principles: Control  
Centralisation of power  
Specialisation in tasks  
Formality in systems  
Narrow spans of control  
Deskilling of workers  
Structuring human behaviour  
Supply side-driven

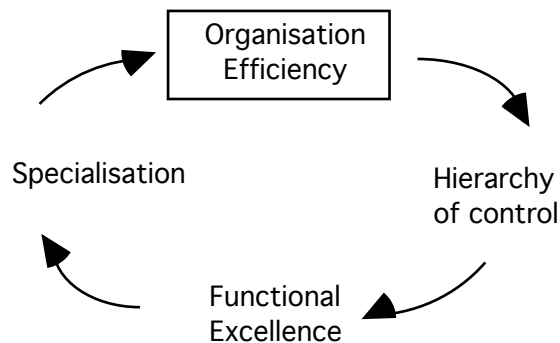
Organisation Characteristics: Purpose - Efficiency  
Focus - Internal (on the organisation)  
Assumption - Authority flows downwards

Organisations of this type place a great deal of emphasis on the hard, rational aspects of work, e.g., work tasks, planning, co-ordinating and controlling activities. There is a lesser emphasis on the human dimension with jobs being reduced to the lowest common denominator.

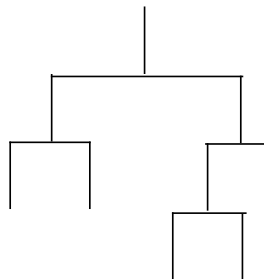
These organisations can be thought of as physically intense, or close but psychologically distant.

Examples included telesales or call centres.

### **Principal Purpose: Organisation Efficiency**



### **Principal Form: Functional Hierarchy**



## Predictable Business Environment

Environment Characteristics: Stable, predictable change, intense competition, dynamic but stable.

Organisation Design Principles: Work Groups  
Human relations are important  
Managers facilitate more  
Greater informality  
Interlocking parts of the organisation  
Flatter structures  
Giving and receiving feedback  
Supply side-driven

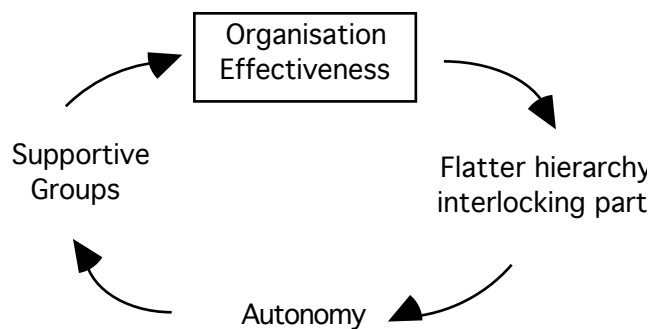
Organisation Characteristics: Purpose - Effectiveness  
Focus - Internal (on work groups)  
Assumption - Authority flows upwards

Organisations of this type place more emphasis on meeting the social needs of people.

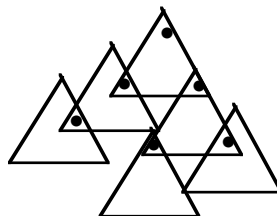
Physical intensity decreases whilst psychological intensity increases, although the focus is still on work groups, not individuals.

Examples include legal firms, academic institutions and research establishments.

### **Principal Purpose: Organisation Effectiveness**



### **Principal Form: Interlocking Parts**



## Reactive Business Environment

Environment Characteristics: Rapidly changing, low competitive intensity

Organisation Design Principles:

- Openness
- Holism
- Team working/integration
- Cohesiveness
- Strategic management
- Need to better understand the external environment
- Contingency Planning
- Systems theory
- Balancing mechanistic and organic organisation forms
- Demand side-driven

Organisation Characteristics:

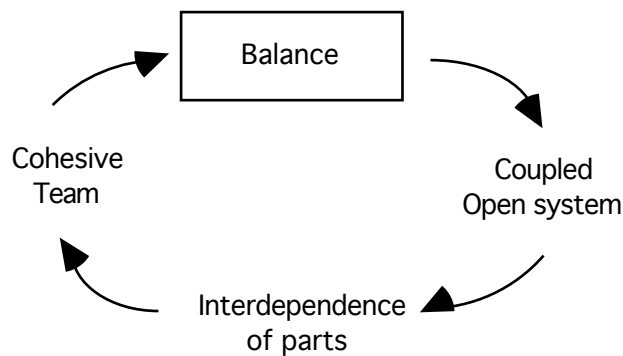
Purpose	-	Integration and Balance
Focus	-	External (larger systems)
Assumption	-	Interdependence of parts

Organisations of this type begin to respond to the challenges presented by a more rapidly changing external environment. As uncertainty increases, the organisation is viewed as a system within the context of a much larger economic, social and technological system.

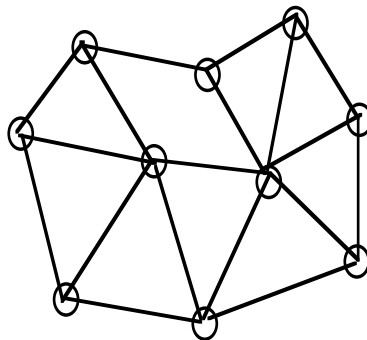
The aim of the organisation is to better understand the complexity of these interrelationships and to a balance external and internal needs in order to sustain business advantage.

Examples include design studios and advertising agencies.

### ***Principal Purpose: Integration and Balance***



### ***Principal Form: Closely Coupled Open System***



## Turbulent Business Environment

Environment Characteristics: Turbulent, rapidly changing, intensely competitive

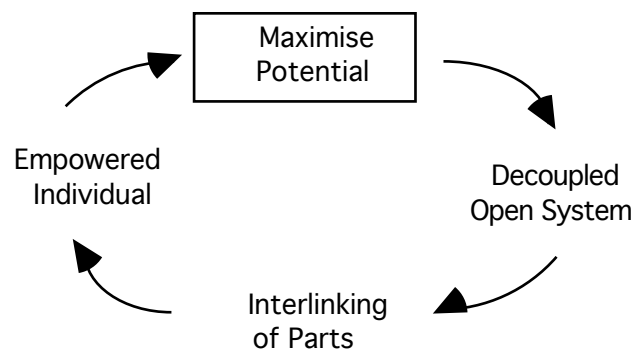
Organisation Design Principles: Collaboration  
Pro-action  
Individual empowerment  
Shared Vision, Mission, Values  
Challenging existing assumptions

Organisation Characteristics: Purpose - Maximise potential/Innovation  
Focus - External (on individuals)  
Assumption - Interlinking of parts

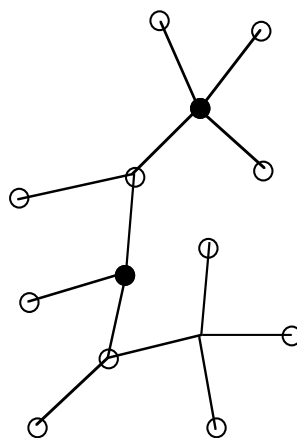
There is a whole range of organisation configurations possible, but they are difficult to represent graphically. They are psychologically more mature (intense), and perhaps best described as being more process-conscious. The most common form this type of organisation is the network structure.

Examples include leading edge research & development organisations, high technology companies, media and management consulting companies.

### ***Principal Purpose: Maximise Potential through Innovation***



### ***Principal Form: Network***



## Organisational Life Cycles and Organisational Effectiveness

### Dimensions of effectiveness:

Internal vs external focus  
Concern for flexibility vs control  
Ends vs means

### Models of Organisational Effectiveness

Internal Processes  
Open Systems  
Rational Goal  
Human Relations

### Stages of Life Cycle Development

Stage of Life cycle	Model/Criteria	Dimensions
Entrepreneur/Innovation	Open system	Flexibility/External
Integration	Human relations	Internal/Means
Formalisation of Efficiency and Effectiveness	Rational goal oriented and Internal processes	Internal Ends and Means
Elaboration of organization structure	Open system	Flexibility/External

## **Aligning Work Group Types with Organisation Structure**

### **Basic Work Process Types**

#### ***Serial Processing*** - Focus on Efficiency

Work flows sequentially from one person in the group to the other in a predetermined way, not unlike a factory production line. People in the work group may be of several different job types, but each job is largely self contained. Little task interaction is required because the work is consistent and repetitive.

Example: Accounts Processing

#### ***Parallel Processing*** - Focus on Effectiveness

People work independently in a single job category performing a range of similar tasks. Each person is capable of completing the whole task which could be allocated to any person in the workgroup. The workgroup supervisor assembles the team and closely manages the various parts of the task to deliver a combined output.

Example: Legal Team

#### ***Integrated Workgroup*** - Focus on Teamwork and Integration

Workgroup resembles the traditional rugby team in which several people in different job categories are all simultaneously focussed on delivering a shared outcome. Each individual brings a mix of skills to the project in a highly interactive way.

Example: Project Group

#### ***Networking*** - Focus on Innovation

More like an open network of individuals who connect in a variety of ways, often electronically. These people may have a critical impact on organisation success given their particular skills, knowledge, extended contacts and connections.

Example: Research and Development Group

## **Aligning Behaviour Preferences and Learning Styles with Workgroup Types**

### ***Serial Processing Workgroup***

The **adaptor** is task-oriented and slow moving, focusing on the facts and what seems rational. Qualities include:

- gifted
- analytical
- sensitive
- loyal
- agreeable
- modest

### ***Parallel Processing Workgroup***

The **organiser** is task-oriented and fast moving, focusing on what seems rational, but with an eye to future possibilities. Qualities include:

- strong willed
- determined
- independent
- optimistic
- practical
- productive
- decisive
- confident

### ***Integrated Workgroup***

The **steadier** is more people-oriented but slow moving, focusing on the facts but relying heavily on "intuitive logic". Qualities include:

- calm
- easygoing
- dependable
- conservative
- diplomatic
- practical
- accurate

### ***Innovative Workgroup***

The **influencer** is both people-oriented and fast moving, relying on "intuitive logic" and with a view to future possibilities. Qualities include:

- talkative
- outgoing
- enthusiastic
- warm
- personable
- friendly
- compassionate
- carefree

It should be noted that the above classifications are a guide only because every individual exhibits all of the qualities to a greater or lesser extent, often depending on their own particular situation. Most people do, however, exhibit a behavioural preference which, in turn, is reflected in terms of a preferred learning style. Both personality attributes are increasingly important in knowledge-based work, where the ability to take in information, build knowledge and add value can contribute significantly to business success.

## Distribution of Behavioural Preferences

Surveys show that the distribution of people with certain behavioural preferences differs from the general population to those in the business world.

Behavioural Preference	General Population	In Business
Effectiveness	12%	27%
Efficiency	37%	45%
Integration	39%	19%
Innovation	12%	9%

## Learning Strategies for Individuals and Workgroups

The following four primary learning strategies also relate to the requirements of the organisation to meet the demands of various business environments.

### ***Innovation - Learning by Understanding***

- ◇ careful observation (watching, listening)
- ◇ viewing issues from different perspectives
- ◇ searching for meaning
- ◇ patterning, analogies, metaphor
- ◇ graphic representation, images
- ◇ brainstorming

### ***Effectiveness - Learning by Thinking***

- ◇ gaining information, facts
- ◇ building propositions
- ◇ logical analysis
- ◇ systematic planning
- ◇ graphic representations, graphs, charts, structured overviews
- ◇ categorising, rules, formulae
- ◇ debate

### ***Efficiency - Learning by Doing***

- ◇ step by step working
- ◇ graphic representation, flow charts, timelines
- ◇ blueprints
- ◇ worksheets, lists
- ◇ practice
- ◇ goal setting

### ***Integration - Learning by Experience***

- ◇ gaining personal or emotional knowledge
- ◇ drama, myths, stories
- ◇ talking, discussions, group work
- ◇ experience
- ◇ travel
- ◇ music

## **Aligning Workspace Design with Workgroups**

The application of a single, unambiguous space planning formula nearly always fails because it does not take into account the diversity in work requirements, personal style and workgroup type.

However, generic templates are possible within the four typologies outlined above using a mix of the following primary spatial arrangements:

- ◇ enclosed space
- ◇ open or shared space
- ◇ circulation
- ◇ break out spaces
- ◇ quiet spaces
- ◇ meeting rooms (less than 2, 2 - 5, 6 - 10, 10+)
- ◇ storage
- ◇ service areas
- ◇ interactive space

The work patterns within the four major categories of space are as follows:

### ***Work Pattern - Efficiency***

- ◇ routine and repetitive
- ◇ narrow skill requirements, except for knowledge-based work
- ◇ task-oriented or part of serial workgroup (office production line processes)
- ◇ centrally controlled services and environment, little requirement for individual control or autonomy
- ◇ no need for sophisticated control strategies
- ◇ workers require their own full-time workstations

### ***Work Pattern - Effectiveness***

- ◇ groups of individuals, teams, business units interconnected
- ◇ environmental outcomes more negotiated based on group needs
- ◇ much more diversity in space use due to different work groups
- ◇ balance between centralised and local control
- ◇ once zones and other parameters established, little requirement to change or adjust
- ◇ limited opportunity to share space as either individual or group needs are accommodated

### ***Work Pattern - Integration***

- ◇ work is more team-driven, integrated and creative
- ◇ occupancy may be more intermittent depending on groups. Work is more variable.
- ◇ need more local control and responsiveness and, hence, more user friendly interface with building systems

### ***Work Pattern - Innovation***

- ◇ space use is more complex and fluid, often based on personal needs and what is required to perform the task
- ◇ accommodation needs to be highly tailored to outcomes, flexible and responsive
- ◇ could be some sharing of space which is more generic or to support outsourced workers

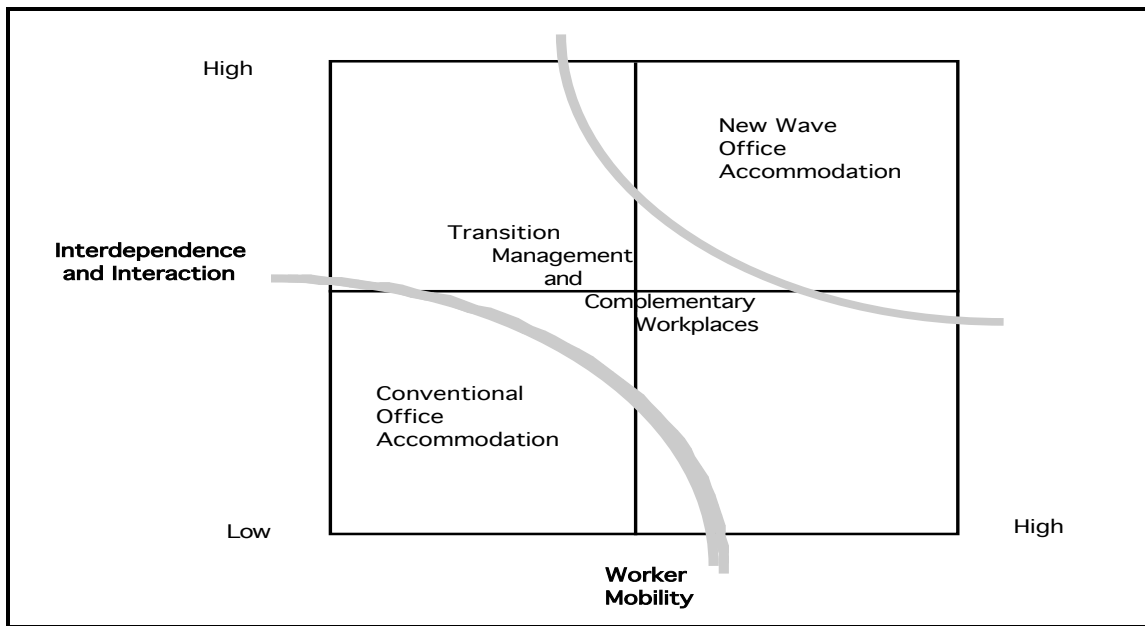
## **Key Business Drivers for Space Allocation**

- ◇ cost reduction (space)
- ◇ cost reduction (churn)
- ◇ attracting and retaining staff
- ◇ organisation change management
- ◇ image and identity
- ◇ individual control and personalisation
- ◇ use of technology
- ◇ implement new ways of working, alternate workplace strategies
- ◇ better service delivery

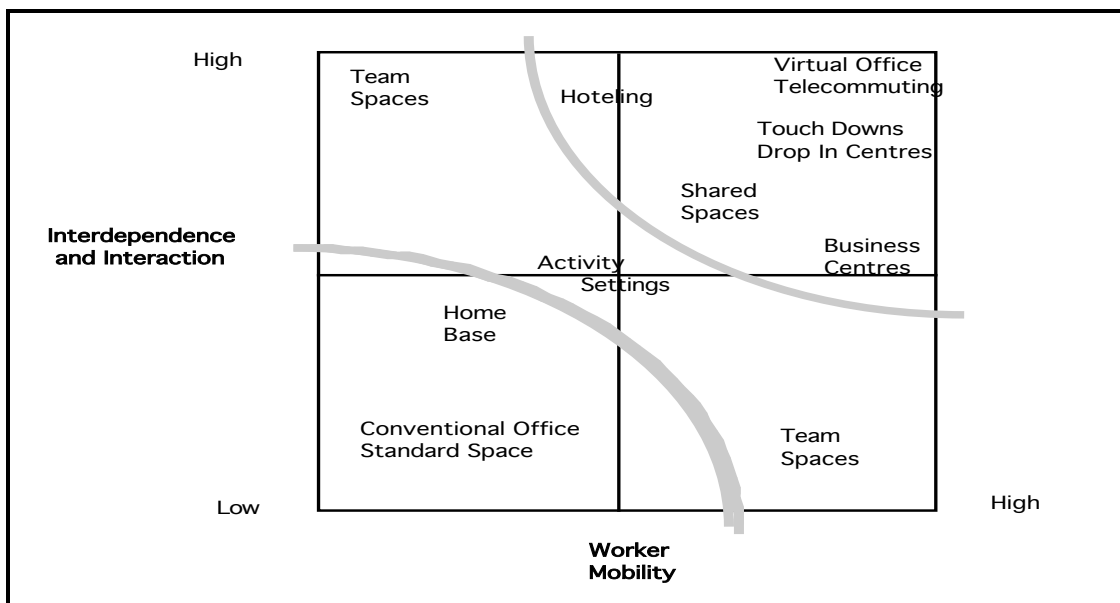
## **Other Issues**

- ◇ balancing spatial efficiency with organisational effectiveness
- ◇ implementing new work practices
- ◇ establishing new accommodation guidelines and space/furniture standards
- ◇ balancing centralised versus local control

## Workplace Options Summary



## Workplace Strategy Alternatives



## Workplace Strategy Summary

<b>Fixed Address</b>	Conventional Office Standard Workstation Team or workgroup spaces	Ratio 1:1
<b>Group Address or Shared Workspace</b>	Touch Downs or Hot Desks	Ratio 2:1 or more More than 60% of time out of office
	Shared Workstations	For <b>routine</b> vacancies due to <ul style="list-style-type: none"> <li>- travel to other location</li> <li>- time with customers</li> <li>- shift work</li> <li>- working with others in teams</li> </ul>
	Activity Settings	Spaces for specific functions or activities <ul style="list-style-type: none"> <li>- laboratories</li> <li>- shared storage</li> <li>- multimedia/conference centres</li> <li>- meeting rooms</li> <li>- quiet spaces</li> <li>- layout tables etc.</li> </ul> <p>FM Support required for:</p> <ul style="list-style-type: none"> <li>- workplace scheduling and assignment</li> <li>- group storage administration</li> <li>- networked telephones</li> <li>- access to other technologies</li> </ul>
<b>Free Address</b>	Home base  Telecommuting	Ratio 6:1 or more  Combines use of home office or working from any agreed site with office based working.  FM Support required for: <ul style="list-style-type: none"> <li>- Homebase/telecommuting policies or guidelines</li> <li>- training</li> <li>- technology support</li> <li>- performance management</li> <li>- matching workstyles to strategies</li> </ul>
<b>Virtual Office</b>	Business Centre  Hoteling	Ratio 60:1 or more  Independently provided services for business  Reservation of spaces on a daily or weekly basis  FM Support required for: <ul style="list-style-type: none"> <li>- policies or guidelines</li> <li>- training</li> <li>- hotel management systems</li> </ul>