



GO Global Organization
Design Society

READINGS IN GLOBAL ORGANIZATION DESIGN

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WOODLAWN MINE CASE (A) QUESTIONS

by Dr. Roger Harvey, Dr. Stephen Clement and Sir Roderick Carnegie

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Woodlawn Mine Case (A) Questions

1. **Question:** With 400 miners operating at Level I, and 12 management layers between the operators and the Mine General Manager, how do you determine how many management layers makes sense?

Answer: All operators should work for a full competent first-line manager.

2. **Question:** How many operators can a first-line manager effectively lead?

Answer: 60 if they were all doing the same thing; less than that if there are technical or work related complexities involved.

So let's say 50 operators is the correct amount; that means 400 miner divided by 50 = 8 first-line managers

3. **Question:** How do you design an effective first-line production unit? Organizationally what should it look like?

Answer:

The Output Team - Production

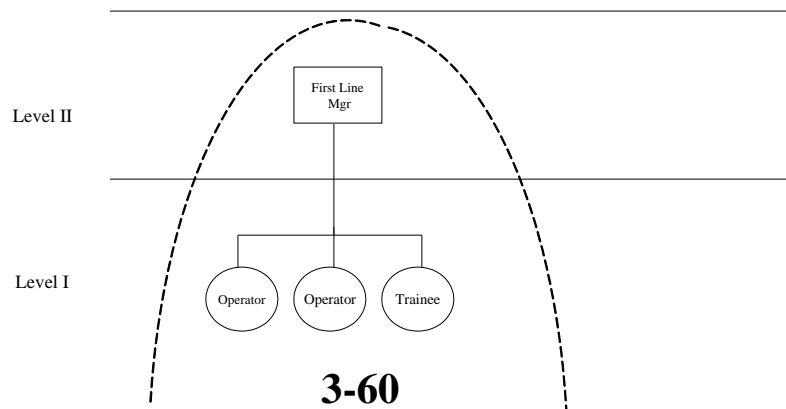


Fig. 1



4. **Question:** Wait a minute – this is a multi-shift operation running 24/7. Is the first-line manager accountable for all three shifts? Should s/he be?

Answer: Yes, but he probably will need help in overseeing operations during all three shifts; s/he can't be everywhere all the time. Thus, he will need supervisors on each shift.



GO Global Organization Design Society

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To support the organizing of work in a responsible, fair and healthy manner in which people are led in a way that enables them to exercise their capabilities.

The Society believes this requires applying a systems framework* emerging from reflective inquiry in which levels of work and capability are the initial paradigm and growth in human awareness is the essential process.

The benefits are organizational effectiveness, fulfilled people and organizations designed for value-creation, sustainability and social well-being.

Note: inspired by the work of Wilfred Brown and Elliott Jaques

The *Global Organization Design Society* was founded in 2004 to establish and operate a worldwide association of business users, consultants, and academics interested in science-based management to improve organizational effectiveness.

The GO Society fulfills its purpose by:

- Promoting among existing users increased awareness, understanding and skilled knowledge in applying concepts of Levels of Work Complexity, Levels of Human Capability, Accountability, and other concepts included in Requisite Organization and/or Stratified Systems Theory.
- Promoting among potential users of the methods, appreciation of the variety of uses and benefits of science-based management, and access to resources. The GO Society supports the learning and development of current and future practitioners by holding world conferences and professional development workshops, publishing books and a journal, and maintaining a resource-rich web site with related articles, monographs, books, videos, blogs, discussion groups, and surveys.

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