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Design Society



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Requisite Organization - Other Sectors  
Why is it difficult?

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# Requisite organization: other sectors

Why is it difficult?

# Why difficult?

- Successfully used
- But important differences
- Concepts adaptable, some challenges same
- My own learnings

# Successfully used

- In federal government
  - Customs & Excise (FST - GST administration)
  - Citizenship & immigration (no ADM policy)
  - PSC (overall change management)
  - central talent pool management (AEXDP, PQP)

# Important differences

- Foundations of public sector are in motion
  - Re-frame for effectiveness, or use for modest, short term applications only
- Vocabulary & context matter
  - Marketing by experts must be different
- Incorporate sector ‘givens’ into theory

# Foundations in motion

Globalization, deep diversity, citizens wanting to be 'in the loop' means a drift from G (government) to g (governance). I. e.

- private sector as good as public sector (NPM, hybrids)
- rights => needs
- soft egalitarianism (sameness) => subsidiarity
- centralization => decentralization

# Foundation in motion - voluntary sector

- role of organized voluntary sector changing
  - better accountability demanded
  - greater capacity needed (policy & management)
  - more government off-loading, but with more strings
  - want respect, leverage

# Foundation in motion - government

- role of G (Government) is changing – can no longer covenant to protect against:
  - external threats: terrorists, epidemiological threats (e.g. SARS, bird flu)
  - internal threats: equal treatment for all or create jobs (costs prohibitive or little direct leverage)
- role of governments & public services changing as a result (e.g. for federal government: social architect, enabler, failsafe & minimal ‘old’ role)



# Foundations in motion - consequences

- Need to re-frame (using new characteristics of role) to find creative paths to organizational effectiveness
- Otherwise, focus on modest short term improvements only or risk wasted efforts

# Incorporate sector ‘givens’ into theory

Theory must be a little different because of sector ‘givens’ e.g. for federal government:

- fractured accountability at bureaucratic top
- political boss of deputy head (one or many)
- all work done in fishbowl (no mistakes, no ability to defend)

# Concepts adaptable, some challenges similar

- Useful as way of thinking
  - Overall performance
  - Specific problem (bites or incrementally)
- In-house experts often opposed (NIH)
- Some colleagues & subordinates opposed

# Learnings

- Useful as frame, without visible application
- Don't forget the 'soft side' of execution
- HC goes hand-in-hand with L o W
- Takes patience, persistence, determination
  - need enough support from enough affected people & tacit support from boss
  - go up the 'uncommitted' middle

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The Global Organization Design Society is a not-for-profit corporation registered in Ontario, Canada to promote the following objective:

The establishment and operation of a world-wide society of academics, business users and consultants interested in science-based management to improve organizational effectiveness for the purposes of:

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.



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