



Readings in Global Organization Design
Articles

Stages of organisational development and complexity

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Stages of organisational development and complexity: a Levels approach to changing patterns of management and governance

	Quality	Service	Best Practice	Strategic Development	Strategic Intent
5	Board as Value Champions for the Future				In partnership with CEO, Board defends and extends the reputation, scope and complexity of the organisation and its contribution to society. Articulates clearly the mission and values that drive the organisation. Identifies new areas for development and contribution. Ensures integrity of purpose and action in all that is done in the organisation's name.
4	Full Maturity Board as Strategic Governance			Build the future whilst maintaining and expanding services in the present; address tensions of capacity and capability as more is expected of the agency, perceived need is inexhaustible, and resources are limited. Step away from day-to-day management to future proof the organisation. Build strategic capability within Board, and strong partnership of equality with GM/CEO.	Board scans economic and political environment and sector context for challenges and opportunities; attends to issues of strategic development as well as fiscal responsibility. Management balances pragmatic short-term action against long term value intentions and mission of the organisation; manages increasing complexity within the organisation whilst building networks/ leadership in the sector.
3	Early Maturity Management Committee		Manage increased complexity of outcomes and client needs; set up 'best practice' standards for management of tasks and relationships, develop organisational identity with significant stakeholders. Employ staff. Differentiate Management from Governance.	Establish strong systems and structures and processes for accountability and review. Pay attention to human resource issues: equity, performance appraisal, strong and transparent communication for consultation and engagement in change processes. Manage resources prudently.	Departmental/business unit management is strong and frees CEO/GM to attend to wider organisational issues. Senior managers take collective responsibility for breakthrough improvement and integrity of work. Continuity and innovation in service centres on changing needs of clients/ members in light of best theory and practice
2	Early Development Organising Committee	Co-ordinate volunteer efforts across regional and task differences, develop resources, network with other groups and agencies, set up basic organisational processes, strengthen sense of purpose.	Lead teams, develop differentiated responsibilities - face the challenge of co-ordinating and maintaining shared standards and values. Develop skills and coach volunteers and staff, problem solve and adapt to change	Develop capability in teams, individual staff and volunteers through training and raised expectations of performance. Identify future leaders. Embed vision and values throughout the organisation. Devolve cost monitoring to teams. Elicit service improvement and change initiatives. Pay attention to information gathering and changing patterns of service.	Strong internal teams links, inter-agency networks and good communication with relevant stakeholders, Workforce development is valued and resourced. Teams are connected to the strategic meaning of their work as mission. Situational leadership is encouraged and potential nurtured. Teams apply their practical experience and knowledge to change initiatives.
1	Start Up Working Committee Initiate action. Establish credibility, limit workload to resources available. Provide hands on practical service. Sustain energy beyond the enthusiasm of initiation. Recruit new members to the cause.	Meet new clients' needs within initial and more formalised mission; work with other volunteers; maintain standards and scope of outcomes, accept direction and shared decision making. Develop personal and group capacity and capability for advocacy and service.	Work to standards of excellence and consistency required by management, express advocacy and altruism for issues beyond personal attachment or interests. Value own work as contributing to a wider vision. Accept benefits and constraints of being part of a mission-directed organisation.	People take personal responsibility for the excellence of their work. Staff and volunteers are responsive to changes in the community. Changes in clients' need or responses are noticed and reported as indicative of potential new trends. A sense of belonging and personal identity develops through being a member of a team in a organisation doing worthwhile work.	Staff are valued for their contribution to the work of the organisation and in turn value the opportunities they each have for self-expression through service and personal development. The search for continuous improvement is an integral part of everyday work. Acceptance of international/national standards confers membership in a community of practice beyond the individual organisation.



OUR PURPOSE

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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