



GO Global Organization
Design Society



Readings in Global Organization Design
2005 Conference Proceedings

Creating an Organization Design to
Deal with Global Complexity

by George Weber

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GLOBAL ORGANIZATION DESIGN CONFERENCE

Creating an organization design to deal with global complexity

International Federation of Red Cross and Red Crescent Societies – George Weber, Former Secretary General (CEO) of the Federation, and currently CEO of the Canadian Dental Association

August, 2005

The Organization

- › International Federation of Red Cross and Red Crescent Societies:
 - 233 million people assisted through 105 million volunteers and 298,000 staff
 - \$24 billion in annual expenditures
 - Operate in nearly every country of the world

The Organization

- › Purpose is to improve the situation of the most vulnerable people through:
 - Coordination or direction of disaster relief and rehabilitation
 - Development of National Red Cross / Crescent Societies
 - Representation and Liaison

The Organization

- › Secretariat headquartered in Geneva with:
 - 16 regional offices
 - 50 plus country offices
 - 5,000 plus Secretariat employees (92 nationalities) around the world
- › Governed by a General Assembly / Executive Council
- › Strategic Work Plan

The Organization

1993

410,000,000 in
appeals

15,200,000
beneficiaries

149 National
Societies



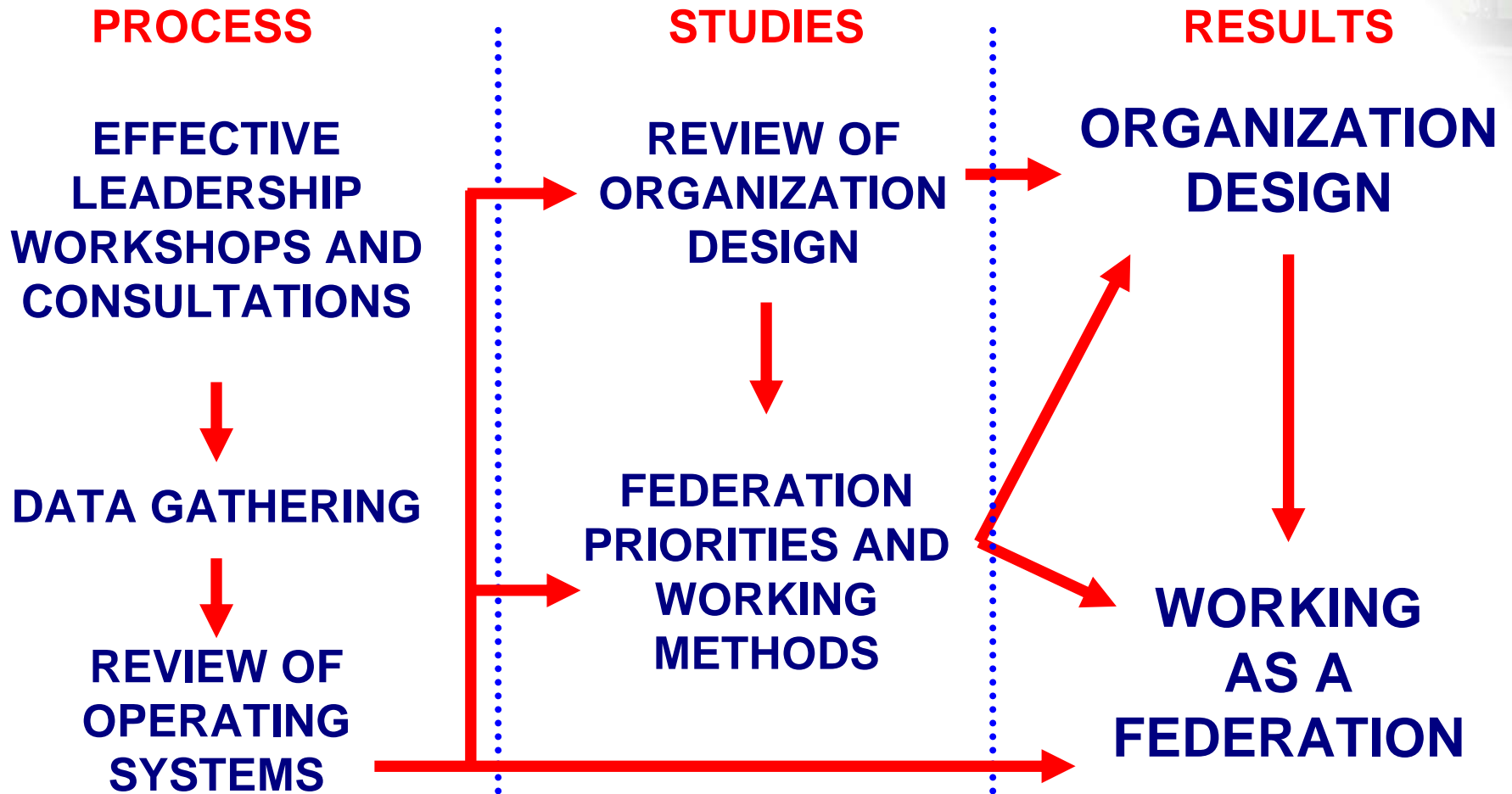
The Need for a Review

- › New Secretary General (CEO)
- › Increasing demand (humanitarian gap) and complexity of operations
- › Increasing numbers and strength of National Societies led to:
 - Increasing demand for services
 - Requests for more timely receipt of services
 - Different types of services

The Need for a Review

- › Greater volumes of information requiring specialization
- › Stronger call for more accountability and transparency
- › Increasingly competitive, challenging and fast-moving environment
- › Desire to maximize effectiveness within available resources

Method – Overall Change Process



Method

- › Literature Review
- › Interviews with all current management employees (in Geneva and Field)
- › Task analysis
- › Work Flow Process analysis
- › Time Span analysis

Key Findings

- › Greater management depth and restructuring required
- › Systems and procedures needed improvement
- › Field – Geneva relations needed clarification and strengthening
- › Better balance between relief functions and development functions
- › Planning system needed refinement

Results

- › Implementation of a Stratum 6 organization (was a Stratum 5 organization with compression)
- › Increased Management Depth:
 - Creation of four Stratum 5 Under Secretary General Positions – was a missing layer of work
 - Creation of Deputy Director positions in larger regional departments
 - Strengthening of Human Resources function
- › Reduction of Secretary General span of control (from 16 to 9)

Results

- › Clarified the accountabilities between the field and Geneva:
 - Heads of Regional and Country Delegations direct reports of Directors of Regional Departments
 - Cross functional accountabilities from Specialist Delegates to the Geneva support departments
- › Business planning was enhanced to reinforce and implement these vertical and cross functional accountabilities and authorities

The Organization – Results

1993

410,000,000 in
appeals

15,200,000
beneficiaries

149 National
Societies



1999

631,100,000 in
appeals

30,100,000
beneficiaries

176 National
Societies

The Change Process

- › Two parallel processes working together was successful (software and hardware)
- › Full involvement of staff in the process (all levels)
- › Extensive communication
- › Full time project director to keep the project on track, extensive use of task forces, and implementation by line management

Lessons Learned

- › External – internal team to develop and implement planning system (every manager had own business plan)
- › Implementation of a changed operating culture takes longer than anticipated
- › Need to constantly re-energize the process
- › Requisite Organization Design can be used in a global not-for-profit organization *while* fighting fires

Lessons Learned

- › Importance of Managerial (Stratum 3) accountabilities in Regional and Country Delegations to Geneva
- › Importance of filling the key positions as soon as possible

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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