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### The New Organizational Structure

Organizational structures change from time to time. They crop up at specific times as the business need arises, and get intricately woven into the organizational matrix despite social, economic and technological constraints. The industrial era saw the birth of bureaucratic structure with rigid hierarchy, stability and control. However, Generation X is too independent to function in such conditions. Compounding this mindset are the dynamic global markets, which cry out for changes in structure.

The trend is to be “lean and mean” with fewer management levels, greater responsibilities and openness to varied strategic alliances. Network organizations and the elimination of bureaucracy are the buzzwords of the new millennium. The emphasis is on lateral relationships rather than on vertical, and hierarchies are flat or disappearing altogether. Infinitely Flat, Inverted, Spider’s Web, Cluster and Starburst are all examples of network organizations. The survival of these organizational structures is dependent on:

- How to lead organizations that thrive on knowledge
- How to survive in a world full of transparent organizations

In a perfect world, an organizational structure would look like the following:

**Structure.** A combination of the Flat with the Spider’s Web seems to fetch results. There is no hierarchy that gives orders and knowledge and is highly dispersed. The organizational structure is often reflected in a single long table, an anti-hierarchical image. There are no places allotted, but employees choose them in line with the task in hand. It is practical and symbolizes teamwork. In other words, it is an antithesis of virtual office.

**Leadership style.** Leadership style is distinctly democratic. The manager has complete confidence and trust in his or her team in all matters. Employees feel free to discuss things about their job with him / her. He or she, in turn, gives due consideration to employees’ opinions and makes constructive use of them. He / she provides them with direction and encourages total participation. Decisions are never unilateral, but made by consensus and majority. It is assumed that all are intelligent enough to handle their jobs and mature enough to be accountable for the tasks at hand. Empowerment is the key.

**Culture.** It is a non-hierarchical culture molded to fit the business strategy with stress on communication and generation of ideas. Individual freedom, informality, open communications and employee involvement are the key factors. Dress code is casual, and employees enjoy the flexibility of working from home. Another option is coming in late for work. Employees have a say in the organizational functioning.