Tool & example

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| **Structure matrix: Tool** |
| **1. Diagnosis of the structure matrix** |
| *Structural features 🡪**Pages of the organization🡫* | **Communication channels** | **Programs** | **Personnel** |
| **Formal side** |  |  |  |
| **Informal side** |  |  |  |
| **Display side** |  |  |  |
| **2. Measures for organizational development** |
| **Element of the matrix** | **Measure** | **Date** | **Responsible.** |
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| Structure matrix - tool and example (industrial company) |
| An industrial company in the renewable energy technology sector has grown considerably in recent years. Due to "organizational growth pains", the structure matrix is used to obtain a diagnostic picture of the organization and derive targeted improvement measures. |
| 1. Diagnosis of the structure matrix
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| *Structural features 🡪**Pages of the organization🡫* | **Communication channels** | **Programs** | **Personnel** |
| Formal side | * Clear organizational charts and responsibilities in place
* Top-down decisions dominate
* Strategic and operational decisions concentrated in GF
* ...
 | * Positioning available (high quality and innovation)
* Customer and department-specific process standards partly given
* Few uniform programs for internal procedures exist (consequence: redundancies...)
* ...
 | * Requirements for technical know-how for key positions partly outdated and inconsistent
* Clear ideas regarding new specialists - problem: thinned-out labor market and sometimes unprofessional recruiting
* ...
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| Informal side | * Personal networks dominant
* Informal access to important information provided by long-standing employees
* Increasing problem of informal knowledge
* ...
 | * Strongly characterized by dynamic and flexible approaches
* Programs influenced by founder mentality
* Danger of too much of a "historical view" in the meantime
* ...
 | * Influence of long-standing employees on informal structure present
* Recognizing conflicts and misunderstandings in cooperation
* Increasing orientation problems among younger employees
* ...
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| Display side | * Presentation of a partnership-based dialog with stakeholders available
* Focus on transparency and proximity
* ...
 | * Presentations as a highly innovative, future-oriented company
* High adaptability to customer expectations
* ...
 | * Presentation as a family-oriented employer
* Good salaries and benefits as retention elements
* ...
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| 1. Measures for organizational development
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| Element of the matrix | **Measure** | **Date** | **Responsible** |
| 1. communication channels | Complete overhaul of the meeting structure and introduction of professional meeting management | 31.03. | W. Schelling |
| 2. programs | Introduction of functional strategies for purchasing, sales, IT... as a framework for alignment and interface management | 30.09. | P. Anchor |
| 3. personnel | Professionalization of management development and introduction of a company-wide AI training program | 30.11. | ... |