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 | | | | | |
| *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 | * Requirements for technical know-how for key positions partly outdated and inconsistent * Clear ideas regarding new specialists - problem: thinned-out labor market and sometimes unprofessional recruiting * ... | |
| 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 * ... | |
| 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 * ... | |
| 1. Measures for organizational development | | | | | |
| 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. | ... |