



Best Practice Themes

Process Driven Organization

Traditional organization structure where responsibility rests with the top manager. Each functional area has its own expertise and reporting relationships and responsibilities.

- Commit to company strategy
- Maximize efficiency
- Minimize cost
- Provide quality
- Leadership and Sponsorship

Example: AT&T; Woolworths; Samsung Electronics

Building the Learning Organization

This structure combines representatives from specialties onto project or client teams.

- Knowledge sharing culture
- Consolidation of facts and data
- Efficient electronic distribution systems
- Leadership and sponsorship of knowledge sharing culture and overall knowledge efforts
- Unlearn past 'bad' or 'obsolete' practices

Example: Accenture; Amoco

Empower the Staff

This structure combines representatives from specialties onto project or client teams.

- Skilled personnel
- Leadership and sponsorship
- Efficient decision making
- Reward employees to recognise added responsibilities
- Customer satisfaction
- Number of customer complaints per time period

Example: Scandinavian Airlines



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Centralize Common Activities

This structure combines representatives from specialties onto project or client teams.

- Commit to company strategy
- Customer satisfaction
- Minimize cost
- Maximize efficiency
- Leadership and sponsorship of change program

Example: Georgia-Pacific; Colgate
Palmolive

Profit and Service Orientation

A functional and product manager shares reporting responsibility for performance. Allows for a collaboration and blending of skills to provide customer-focused results.

- Commit to company strategy
- Monitor centre's performance regularly
- Rightsize and delayer to optimal levels
- Manage deployment of personnel
- Employee satisfaction
- Customer satisfaction
- Leadership and Sponsorship of the change initiative

Example: RHB Bank

Outsource Non-Core Activities

Focus is customer-oriented, typical of service culture organizations that want a partnering customer relationship that is consultative and communicative. The structure is typically decentralized.

- Reliability of vendors
- Competitive price paid for outsourcing
- Quality for price

Example: Lufthansa



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Restructure Work Environments

An organization structure is designed by each major process owned by "Process owners." Traditional reporting relationships are eliminated.

- Alignment with company culture
- Minimize collision of differences through strong leadership
- Compatible software/hardware
- Secure transactions
- Fast and reliable transmission
- Non-stop access to information
- Trust in team members

Example: Bell Atlantic

Strategic Alliances

This structure combines representatives from specialties onto project or client teams.

- Commit to company strategy
- Employee satisfaction
- Win-win situation for alliance
- Strong alliance relationship
- Reliability of alliance
- Cost savings
- Maximize efficiency

Example: Pinnacle Alliance/JP Morgan