

HRE601: Human Resource Management

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5550 words, 127 hours. 3 credits. April 19th, 2001

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Purpose of this paper: To explain the nature of organisational change, what forces contribute and what resistance organisational change.

I affirm that enclosed work is entirely my own, except where the words or ideas of other writers are specifically acknowledged.

This assignment has not been submitted for any other courses.

Jukka Reinholm

Abstract:

“Development is the all-important primary process, through which individual and organisational growth can through time achieve its fullest potential. Education is the major contributor to that process, because it directly and continuously affects the formation not only of knowledge and abilities, but also of character and of culture, aspirations and achievements. Training is the short-term, systematic process through which an individual is helped to master defined tasks or areas of skill and knowledge to pre-terminated standards. There needs to be a coherent and well-planned integration of training, education and continuous development in the organisation if real growth at individual and organisational levels is to be achieved and sustained” (Harrison, R. Training and development. 1992)

Today most (if not all) organisations are facing the fact that to keep up with competitors, the change is constant.

The accelerating pace of change in the structure of competition, in the shifts of consumers preferences, in the employee relations, developments in new technology (products and processes). The ageing of buildings, equipments, and machines. The human resources get older (especially in the developed countries). Our abilities and skills become outdated etc. These changes can affect all aspects of the operation and functioning of the organisation.

To survive, the organisations must be properly prepared to face the demands of internal and external changes.

According many studies (UK Department of Trade and Industry et al.) the most powerful resource for changes, competitive advantages and improved performances are those people who already work for the organisation.

And more, the ongoing studies IPD (1997) and WERS (The Workplace Employee Relations Survey. 1998) bring up links between training and learning and economic success of organisations. According those studies organisations, which have become Investors in People Company (IiP), are reaping major improvements in their organisational performance. They have a higher rate of return on capital (RRC), higher turnover/sales and profit per employee (Pic1.)

“Our operating costs are reducing year on year due to improved efficiencies. We have seen a 35% reduction in costs within two and half years by improving quality. There are an average 21 ideas per employee today compared to nil in 1990. Our people have accomplished this” CEO of Leyland Trucks, UK

IiP is underpinned by four principles. These are that the organisation:

1. makes a public commitment from top to develop people in order to achieve business objectives
2. regularly reviews the training and development needs of the members of the organisation
3. takes action to train and develop people on recruitment and throughout their employment
4. evaluates the investment in training and development to improve future effectiveness

Performance Of liP Companies Against Others

	Average company	liP company	Gap
RRC	9.21%	16.27%	77 %
Turnover/sales per employee	£64,912	£86,625	33 %
Profit per employee	£1,815	£3,198	76 %

Source: Hamblendon Group

Pic 1. Performance of liP companies against others.

In spite most organisational changes are initiated deliberately by managers, the real challenge is to create organisations which employees are willing to learn, are able to respond to internal and external changing needs, are innovative and have the ability to recreate themselves.

And where learning and continuous development is part of the everyday working environment, not just an optional extra.

But according to studies (DTI et. al.) such a shift:

- can unsettle those employees who do not want to take on new responsibilities, or feel that their previous status have been undermined
- may quickly reveal shortcomings in the skills base of a workforce
- usually necessitates transformations in the communication process within the organisations, both vertically and laterally

Maybe the Kanter's "model company statement (1992) is a statement which all stakeholders of the organisation can subscribe:

Our company faces competitive world markets and rapidly changing technology. We need the flexibility to add or delete products, open or close facilities, and redeploy the workforce. Although we cannot guarantee tenure in any particular job or even future employment, we will work to ensure that all our people are fully employable – sought out for new jobs here and elsewhere. We promise to

- *Recruit for the potential to increase in competence, not simply for narrow skills to fill today's slots*
- *Offer ample learning opportunities, from formal training to lunchtime seminars – the equivalent of a month a year*
- *Provide challenging jobs and rotating assignments that allow growth in skills even without promotion to "higher" jobs*
- *Measure performance beyond accounting numbers and share the data to allow learning by doing and continuous improvement*
- *Retrain employees as soon as jobs become obsolete*
- *Recognise individual and team achievements, thereby building external reputations and offering tangible indicators of value*
- *Provide three-month educational sabbaticals or external internships every five years*
- *Find job opportunities in our network of suppliers, customers, and venture partners*

- *Tap our people's ideas to developed innovations that lower costs, serve customers, and create markets – the best foundation for business growth and continuing employment”*

It is to be hoped that this statement is not just a hot air in modern organisations.

In this assignment I study organisational change and development.

First I study what are the main pressures of change.

Second I explain what are forces, which maintain behaviour in its present form and how to reduce those forces.

Finally how to improve the ability of the organisation to cope with changes in organisation through the development of new attitudes or behaviour.

Organisational Change

Most organisational changes are triggered by the need to respond to opportunities or demands presented by external environmental:

1. Customers demanding products and services to be customised to their needs
2. Customer satisfaction standards are increasingly established by global competition
3. Reductions in international trade barriers and growth of foreign competitors
4. Rapidly changing and developing technology which is, in many cases, easily transferable
5. Public sectors financial constraints, and political pressure for higher value of money
6. Privatisations of public sector
7. Growth of environmental issues (green movement, environmental protection laws etc.)
8. The growth of service industries and decline of manufacturing industries
9. More frequent changes in ownership through acquisition by another company
10. Growth of disposable income
11. Acceleration in business cycles
12. Interest rates
13. Money supply
14. GNP trends
15. Money supply
16. Rates of obsolescence etc.

There are no ends of environmental factors, which are affecting organisations.

Changes could also be triggered by the changes in the workforce:

1. Competencies replaced knowledge and skills
2. Non-core workers are outsourced (increased numbers of staff engaged as short- and long term sub-contractors)
3. Declining numbers of non-skill workers (school-leavers) and increasing number of older workers.
4. The decline of internal labour markets
5. Increasing numbers of part-time workers.
6. Changes in working habits (for example people work from home)
7. Increased importance attached to the Quality of Working Life

Or be triggered by the organisation itself (many times these can be seen as results of the above)

1. Many organisations becoming smaller

2. Or larger because of acquisitions.

Some of these external and internal driving forces have profound impacts to the organisations. Organisations should consider what major key environmental influences are particularly important, (key drivers of change) and what are the impacts of those to the organisation.

According many surveys, survival and success will not be anymore achievable by continued reliance on hierarchical structures, paternalistic or adversarial employment style. Employees cannot be treated as a factor of production. (Or as DLU = Disposable Labour Unit). Success will not be founded on productivity approaches geared mainly towards economics of scale and the conventional application of the theories of scientific management. It is widely accepted that resource-based management is giving a way to knowledge-based management.

“There is no other source of competitive advantage. Others can copy our investment technology and scale – but NOT the quality of our people” Managing Director of British Chrome and Chemicals.

Outsourcing, downsizing, de-layering, the Business Process Re-Engineering (as it has been used, not as it was mentioned), the casualisation of jobs... these trends affect people’s relationship (overt or covert) with their employers and weaken the ties of loyalty which bind people to their organisations’ destiny.

If job losses are to take place, there should be a visible, responsible and caring approach to those who lose their job. This gives a clear signal to those who remain that the organisation cares.

“The self-organising, learning organisation needs redundancy of functions rather than redundancy of parts” (Morgan, G. 1986)

If an organisation wants to be a successful in today’s fierce competition, it has to produce and offer highly differentiated services and goods based on customers’ needs. Customers want increasingly high quality products and services and they want to know that the latest technology is available at lowest price. And these products and services need to be continuously improved. I.e. such organisations are “customer-led organisations”, which quicker and better responding to the customers needs.

It is argued that top management is less in touch with such a complex and turbulent world than those in the organisation. (Some chaos theorists even claim that the organisational world appears to be so turbulent and chaotic that it is not possible to predict what will happen or when, and therefore traditional approaches to strategic management are simply not relevant!)

Those closest to the customers (or to the machines) are often in best positions to determinate what might be changed or improved.

Therefore it is increasingly important to seek contribution from as many people as possible.

An ideal organisation structure is decentralised with slimmer and flatter management structures. It is empowered with devolvement of decision-making. Within organisation there are fewer specialists directly employed, and it has developed a flexible workforce. Such an organisation is probably project based or cross-functional organised.

“... the introduction of new jobs with expanded responsibility has contributed to the breakdown of non-professional white-collar internal labour markets” (Kochan, T. and Weinstein, M. 1994)

This does not mean that organisations, which deliver standardised ranges of services and products, could not operate very effectively using traditional hierarchical organisational structures. But number of such organisations is decreasing. According studies (Institute for Employment Research 1993 et. al.) Craft and Skilled Manual Occupations and Plant and Machine Operatives declined on average 1.3% and 1.9% each year between 1971 and 1991 in “western countries”.

Since there are clear link between training and learning and economic success (Pic1), organisations, which like to succeed, need to investing in and developing the core competences of its employee. An organisation needs flexibility from its employees (and from technology), and employees must have commitment to personal training, development and adaptability, greater self-management, responsibility for individuals and for teams and customer orientation to meet the needs of both internal and external customers.

Increasingly employees are seen as the primary sustainable source of competitive advantage. Other than improved employee management and development there are very limited solutions to the competitive pressures what will come from the advanced and developing countries in the coming years. The traditional “command and control” model is no longer appropriate.

There are no doubts what employer want of theirs employees:

- business orientation
- commitment to organisational objectives
- the use of initiative
- individual responsibility
- willingness to change

“Until the late 1970s, (large companies)... met their workers’ “instrumental” work orientation with a motivational “cash nexus”. Anyone who talked about employee “loyalty” and “all pulling together for the good of the firm” was regarded as a nostalgic crank who did not understand modern industry. Today ... such attitudes are passé” (Ackers and Black, 1991).

However, most organisations still have a long way to go:

“ ... workers are resources which have not been well understood by management. Blue-collar workers in particular have been regarded as a static commodity incapable of innovation and self-development. Consequently reservoirs of skill and ability remain untapped.” (Myers, C. and Davids, K. 1992)

Barriers to Change

Despite the positive outcomes, changes are often resisted at both the individual and the organisational level. Resistance to change seems to be a common phenomenon. Many times it can be difficult to pinpoint the exact reasons for the resistance.

Individual resistance

Individuals have selective perception, and therefore we each have our own image of the real world. There is only one Jukka Reinholm, and there is only one of you. We have our own way of looking at and understanding our environment and the people at it.

Unionists may see all managers untrustworthy (and the other way around) and therefore oppose any reforms. Union representatives and managements need to abandon the “management proposes, union opposes” standpoint.

Many evidences suggest that managers are reluctant to shift from traditional forms of work organisations, which prevent, for example, widespread take-up of direct participation policies in many organisations.

Managers tend to be biased towards seeing threats rather than opportunities. Force, which is seen to have potentially high impact on the organisation, but to be outside manager's control, is seen as threatening.

People tend to respond to situations in an established and accustomed manner. These habits serve as means of comfort and security, and as a guide for easy decision-making. Any proposed changes to habits may be well resisted.

Changes which confront employee with unknown tend to cause anxiety and fear. We may find a sense of security in the past and therefore resistance new ideas and methods.

Blocks may be perceptual; we may not see that there is a problem at all.

People have a fear of loss of freedom, and if the change is seen as likely to prove inconvenient, make life more difficult or result in increased control, there will be resistance.

Employees are likely to resist any change, which is seen to reduce either directly or indirectly their pay or other rewards, requiring an increase in work for same level of pay or is seen as a threat to the job security.

Organisational resistance

Organisations are made up of a diverse range of stakeholders. Therefore the establishment of mutual gains and common understanding is unlikely to be a straightforward process.

In spite organisations have to adapt and respond to their environment, they tend to feel comfortable operating within structure, procedures and policies, which they have formulated in the past. Organisations' culture may be a major barrier to the organisational change; the way things are here... the way thing are done here...

Routines are the institutionalised "ways we do things here" what tend to persist and reinforce over time, and guide people in their work. An organisation, which becomes especially good at carrying out its operations in particular way, achieves real competitive advantages (learning curve). But the risk is that same routines prevent organisations to change. Organisation may become prison of its own success.

Sometimes changes require large resources, which already are committed in other areas. Buildings, people and technology cannot easily be altered.

Or there can be motivational reason for resistance; organisations (or individuals) are unwillingness to take risks.

The Management of Organisational Change

"No unit is an island, and changes planned for one part of an organisation invariably have knock-on effects on the other parts. It is crucial in planning any changes to be aware of the likely impact of those changes on other parts of the organisation. If a change has unanticipated effect on a unit, a considerable amount of resistance to the change will develop. It is better to consider the effects of any changes with all the units concerned and to plan changes in consultation with them to minimise the adverse effects"(Wilson, B. The Challenge of Change. 1987)

As we have seen, there are many reasons why people and organisations tend to be resistant to change.

Change will not occur unless there is commitment to change in the organisation. Therefore it is vital that managers consider how such commitment can be achieved.

Management may use hierarchical authority and impose change through a coercive style. In some situations it may be even necessary. Also some members of the organisations may actually prefer and respond better to a directed and controlled style of management.

But in most cases, the participative style of management is more likely to be effective.

“With participative change cycle, a significant advantage is that once the change is accepted it tends to be long lasting. Since everyone has been involved in the development of the change, each person tends to be more highly committed to its implementation. The disadvantage of participative change is that it tends to be slow and evolutionary – it may take years to implement a significant change. An advantage of directive change, on the other hand, is speed. Using position power, leaders can often impose change immediately. A disadvantage of this change strategy is that it tends to be volatile. It can be maintained only as long as the leader has position power to make it stick. It often results in animosity, hostility, and, in some cases, overt and covert behaviour to undermine and overthrow”(Hersey, P. and Blanchard, K. Management of Organisational Behaviour. 1988).

Therefore the effective management of change must be based on a clear understanding of human behaviour at work.

But as the Joseph Schumpeter famously observed, improvements in mail-coaches did not lead to railways. More radical step-change arguably requires technological change, external pressures and inputs, and the fruits of planned research.

Management styles

There are many management styles of managing change. Appropriateness of different management styles depends on contexts and circumstances.

1. When the organisation is facing a crisis or state of confusion, where shortage of time or other overriding factors demands, the use of coercive (exploitative authoritative) style may be most successful. Decisions are imposed on subordinates. This is least successful unless crisis.
2. A directive style involves the use of managerial authority to support clear direction about change, established by top management. It is essentially top-down management of change. Clear advantages are speed and clarity, but it has risk of lack of acceptance and ill-conceived strategy. May be useful in transformational change
3. With the intervention (manipulation) approach, the authority of change remains with the initiator (manager), but aspects of the change process are delegated. The advantage here is that it involves members of the organisation in the partial implementation of solutions. Problem is that some members may perceive it as manipulation. This could be very useful in incremental or non-crisis transformational change.
4. A consultative approach through participation in the change process can be helpful in increasing ownership of decision and commitment to it. Leadership involves trust and confidence in subordinates. There is participation and high degree teamwork and communication. This approach may improve quality of decisions, but with risks of solutions to be found within the existing paradigm. Change process through consultative approach

may be time consuming. Best when long-time horizontal transformational organisational change is needed.

5. Education might be appropriate if there is a problem in managing change based on misinformation or lack of information. This approach can also be very time consuming and sometimes direction may be unclear.

There are clear evidences that participative styles fit best in situations where incremental changes are needed, but when transformational change is required directive approaches are more common. Clear directions are also vital in “unfreezing” and “refreezing” stages of organisational change process.

But the organisational change is likely not to succeed if the elements of the change are just regarded as something imposed on people, something they just have to do, rather than something which they relate to themselves in their everyday lives and for which they have “ownership”.

“Individual and group behaviour is highly complex, difficult to understand and even more difficult to manage” (Allcorn, S. 1989)

Change and Business Strategy

Identifying the employee development needs of organisations needs to start with business strategy. Business strategy needs to be effective, and being supported and understood by employees (and by managers).

A strategy must be long term. But strategy must focus on future success, beyond the immediate business plan. Therefore organisations could not plan future strategies on the basis of static structures.

A clear and sound business strategy helps the organisation to expose the factors, which are blocking longer term progress, e.g. shortages of in-house skills, ineffective team working, lack of flexible employment patterns – sub-contract, tele-working, part-time etc. Clear business strategy helps to identify those things the organisation needs to learn and develop.

But if organisations strategy and vision are the product of one person’s or of top management’s thinking, employees will feel those are imposed on them, and they have not made any contribution to it.

Organisations should gradually increase number of people taking part in the planning of business strategy. When more people understand where the organisation is planning to go, strategic plans are easier to put into practise, and it enables people to see how they fit into organisation and the contribution they are making.

Therefore organisations should open up a dialogue with their employees about creating a common vision and objectives, and how everyone can best work together to achieve it. Shared planning provides direction for the organisation.

Organisational Culture

An important priority is to create an environment of trust and shared commitment. An organisation culture in which employees believe their employer will look after their interests has positive effects for work performance. A supportive organisational culture leads to commitment, job satisfaction and a willing contribution from employees.

According to research of DTI (Department of Trade and Industry, UK, Employment Relations Research Series 7.) *“(trust and honesty)... were seen by case study organisations concerned as a key driver shaping the design and implementation of new processes, systems and behaviours within the workplace”*.

According to Edgar Schein, a key determinant of organisational culture is leadership and the way the chief executive and other top management operate. The sort of things they pay particular attention to, the kind of behaviour they reward, the management system they set up, the sort of people they promote, and how they respond to crises and to mistakes.

The idea is to create an environment where learning, development and innovation are part of every day working life rather than as an off-the-day activity (idea of learning organisation).

But to alter organisational mind-set towards learning organisation requires sustained hard work where the leadership is in the key position.

“...in the first instance, only senior managers can create the culture and “space” for honesty and trust to develop and flourish within organisation” (Department of Trade and Industry, UK. 1999). But it falters and finally fails unless the top management quickly achieves support from all parties.

Strong and coherent (positive) organisational culture delivers energy to the organisation, which then reinforces the values into a powerful force for success. The organisation becomes confident in its approach to the future.

Change and Individuals

Employees need to participate in the identification of their own development needs. Those who are closest to the job are best able to define development needs so long as they are fully aware what is needed for the future.

Employees should themselves (in conjunction with superiors) agree objectives and standards of performance of the working teams and measure results against objectives. (But it is good to bear in mind that cohesive groups do not necessarily set or produce a higher level of output. Performance varies with the extent to which the group accepts or rejects the goals of the organisation. Moreover, with a very high level of cohesiveness there may even be a fall in output!)

Individual responsibility for broadening and deepening skills, knowledge and experience should be reinforced through recognition and rewarding systems. These “incentive schemes” could be on an individual basis or on a group basis.

In most organisations managers and professionals receive more support for training than clerical and manual workers. Organisations are less committed to training of the “periphery workers”.

Unfortunately, non-professional and non-managerial workers have less awareness of the need for training, and less ability to do something about it (Beardwell, I. and Holden, L. 1997).

Manual workers are much more likely to be trained in firm-specific skills, which cannot be easily transferred (conversely professionals and managers have the advantage of transferable knowledge and expertise).

These present considerable barriers in the way of improving non-managerial and non-professionals' working life prospects.

Changes in Routines, Structure and Control Systems

As mentioned earlier, organisation may become prison of its own success. Routines and processes that have enable organisation's succeed may prevent organisational development. Changing routines may have the effect of questioning and challenging deep-rooted beliefs and assumptions in the organisation. Therefore it is vital that person who is trying to effect changes takes personal responsibility, not only for identifying such changes in routines, but also controls that such changes in routines actually happen.

Changes in organisational routines can be a very powerful signal of change.

In most organisations organisational structures and control systems are drawn up and maintained by top management. They represent top management's ultimate authority over subordinate staff. Therefore changes in structures or control systems need particular attention. These changes tend to position top management as the controllers of change, with employees responding to the systems imposed by them.

Teams should have more responsibility and control for specific products or services, jointly decide how work is to be done, and appoint their own team leaders (these are seen as key components of autonomous teams).

Communication and Change

For the change process to be effective, it is extreme important that the organisation understand the need for change, what is involved in the changes and what is intended to achieve. Change is managed through the efficient exchange of information and ideas.

Effective communication reinforces trust and respect throughout the organisation.

Communication needs to be two-way communication. Many organisations understand that it is vital each employee has the information necessary to help them do their job. But unfortunately it is not widely recognised that organisation can be a rich source of information, which enables managers to understand how employees see the organisation and therefore help organisation's development and organisational change.

It is important to have feedback from organisation's all level, especially if the change is difficult to understand, threatening or important to get right.

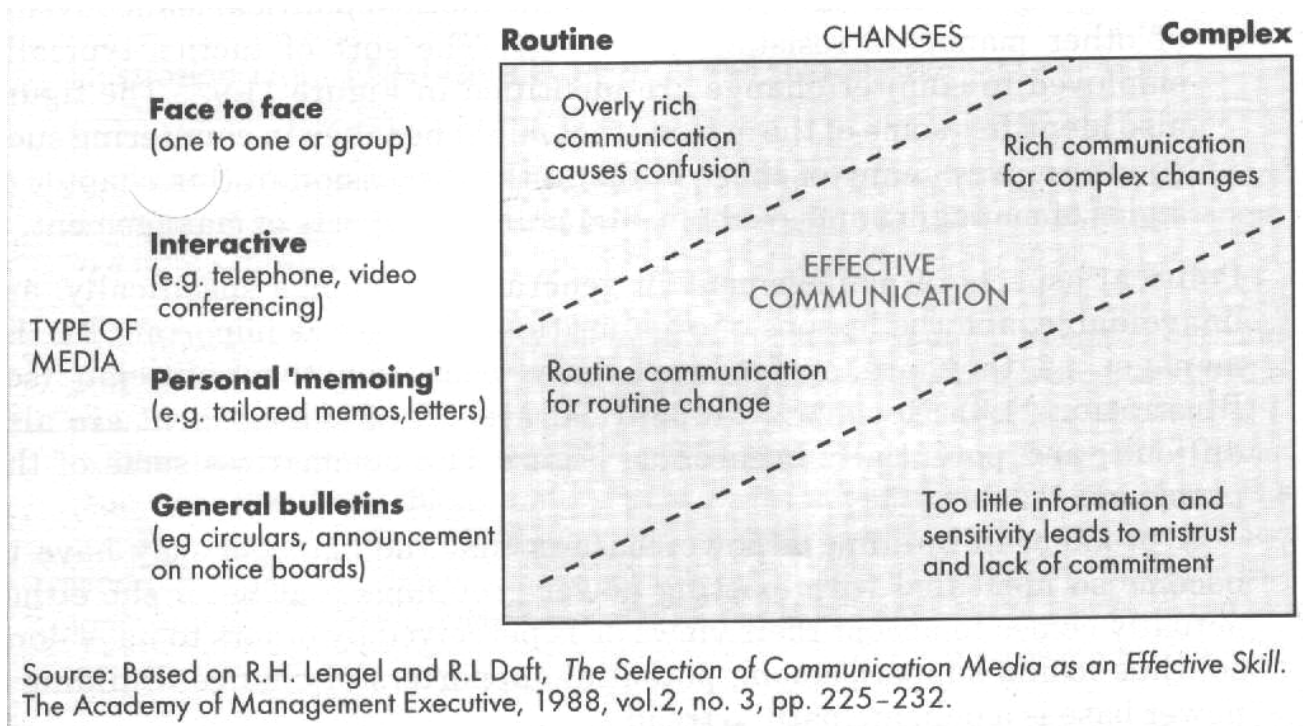
Feedback can be gathered from "focus groups", which are set up for this reason. Or it can be gathered direct from members of the organisation by superiors or by foremen. Organisations may employ survey techniques to research which change processes are welcomed, understood and being followed. Without feedback, senior managers may have difficulties to understand what is actually going on within the organisation!

It is good to bear in mind that a lack of clear information flow within the formal structure can give a rise to uncertainty and suspicion, and the "grapevine" takes on an important role. It has widely noted that at times of threat and change, such a story telling (rumours, gossips) increase in importance, and the informal part of organisation is highlighted, often with negative results. Therefore it is important in managing change to communicate in that way that it overcomes the inevitable counter-communication.

Whatever information is good or bad, employees should get it or have free access to it (if anything is not communicate to employees, it should be only done to so to avoid communications overload).

There are many choices of media by which to communicate the change. These vary from face-to-face through to general bulletins. The effectiveness of these different forms of media depends on the nature of the change.

Pic2 summarises some of the choices of media and the likely effectiveness of these in different circumstances.



Pic2. The selection of communication media

According 1998 Workplace Employee Relations Survey (WERS98, the largest survey of its kind in the world) clearly shows that organisation's job satisfaction and employee commitment is higher when employees feel that they have some influence over the work they do and when they feel that management takes their views seriously. But while 70 per cent of managers said they consulted employees about changes, only 30 per cent of employees said they did so, and 77 per cent of employees said they were not consulted frequently on important aspects of their workplace!

Timing

In spite most organisational changes are triggered by the need to respond to opportunities or demands presented by external environmental or by the changes in the workforce, to which the organisation itself has no power over, the importance of timing is often neglected in thinking about change. There may be times when it is easier to promote change. In a thread of takeover and the period after takeover, people are more willing to change. The arrival of new CEO (MD), the arrival of a major competitive threat, introduction of new products etc. may offer "windows of opportunity" where more significant changes can be done than normally. However these "windows of opportunity" may be short and the change agent need to take decisive action during that time.

Conclusions:

It is inevitable that top management, not only takes the initiative, but they need to have clear commitment and lead in the organisational change. Only they can create the organisational environment where positive change can occur

Without top management's clear commitment to the change, employees will quickly discern such aspirations more "rhetoric than reality". . However, having set the context, the top management must endeavour to quickly secure genuine employee buy-in to the resultant changes.

But the “clear lead” does not mean that senior management cannot be flexible and should not listen other organisation’s stakeholders. But senior management cannot be ”driftwood”.

I strongly believe that one of the most important duties of a manager is to encourage employees to seek out and suggest improvements in the way the work is done, even if it is a conveyor-belt work or a machine sets the working pace.

In management of organisational change the need not only for top management to listen, but more importantly the requirements for them to change their behaviours if necessary. Many times major barriers to organisational change are those managers who “guard the old world”. For them it may be difficult to tear down old hierarchies, in spite these block opportunities and development of the organisation.

This stressed the importance of top management within the organisation seeking honest and meaningful feedback on their leadership and management

Sometimes it can be very difficult to find a “common language” within the organisation. Without such “ a common language” the organisations cannot communicate themselves. Language, what organisation use to talk about themselves, has an important part to play in contributing to and reinforcing positive attitudes to organisational change. Many times organisations use language, which has undesirable connotations. For example Finnish pulp mill manufacturer Metsä-Mill has stopped using the word “manager”, as they believe that the notion of it, managing, goes against the empowered teams and therefore it is blocking the real growth of empowered teams and learning organisation. Instead of team-leaders, they have coaches. The coaches take day-to-day responsibility for dealing with issues as they arise. (According to Finnish law, they are forced to have one manager, The General Manager).

Shop floor is another example of widely used word, which has undesirable connotations. Who wants to work on floor?

Communication is something that needs working at all the time

I also would like to see the traditional organisation charts to be thrown in to the litterbin.

Typically an organisational chart demoralizes people. Nobody thinks of himself as below other people as they tend to be in organisation charts. These old hierarchical systems are modelled on the armed forces thousands years ago.

Isn’t it, at long last, time to rid modern organisations of these boss top/worker below organisational charts? Can we create an organisation that works as a system, not just a collection of people in predetermined, top managed organisation, who puts customers at the summit and top management at the base of the organisation chart, AND work according that (devolution of power and delegation to the empowered, self-managing employees near the customers)? This type of organisation chart really emphasises customers and employees as the major assets of the organisations, not just paying lip services. (But such an organisation should not be over introspective and dangerously self-interested.)

I strongly believe this type of organisation offers, not only high satisfaction for its members, but a fertile soil for high rate of innovation and high level of commitment to continuing the development of organisation.

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