

Capacity Building & Internationalisation

State Universities of Paraná

Leadership on Internationalisation

Organisational Structure

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Plan of Talk

1. The importance of structure
2. Some different structures
3. The Learning Organisation



1. The importance of structure



Tube Worms

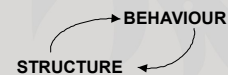


Living without sunlight in temperatures of 400 degrees

Tube worms living near deep-sea vents obtain their food in a very different way: they play host to particular species of microbe that live inside their bodies and manufacture food by combining certain chemicals found in vent fluids with oxygen found in seawater. The microbes give some of the food they manufacture to their animal hosts.



Organisational Structure



STRUCTURE Determines BEHAVIOUR
OR
BEHAVIOUR IS AFFECTED BY STRUCTURE



- **Culture** looks at how we think
- **Structure** looks at how we organise ourselves
- **Behaviour** involves problem solving, learning and evaluating

Structure determines behaviour

Humans behave as we do because of our structure.

We can talk because of the structure of our diaphragm

We can make tools because of the structure of our thumbs

We cannot run as fast as a cheetah because of the structure of our legs

Corporate Structure

It is the same for Universities

The way a university is set up determines its behaviour

If a university is performing badly, the first thing to do is look at its structure

It is structure that differentiates between universities.

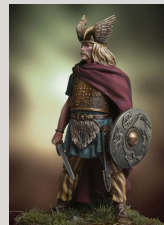
Most parts are the same

What is a system

A System is what a System Does

2. Some different structures

THE WOLF PACK RED



Shared Vision

- Power by a chief
- Rule by Fear
- Short term focus
- Division of Labour
- Not Stable

Examples

- Organised crime
- Street Gangs
- Many Universities!

They are too dependent on one dominant leader As such they are unstable

They is no autonomy Bad decisions are followed as well as good ones

If things go wrong, it is not the fault of the members – the leader takes the blame

One thinks of president Truman's saying "The buck stops here"

ARMIES ARE EXAMPLES OF AMBER



Armed Forces Day 2014 - Stirling

SHARED VISION

- Hierarchical static command structure
- Highly formal roles handed to members
- Members obey orders – are not trained to think
- Future is repetition of Past- Does not change quickly

In Amber universities, thinking and execution are strictly separated.

People at the bottom are instructed through command and control.

People are replaceable

STABLE

Examples

- Organised religions
- Government organisations
- Military
- Some Universities!

In today's fast-changing, knowledge-based economy, this static, top-down conception of management is inefficient.

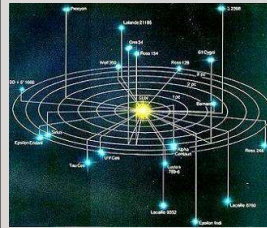
it wastes the talent, creativity, and energy of most people in these universities



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CONCEPT OF THE MACHINE AGE The Clockwork Universe



SHARED VISION

Achieve profit and growth
Management by Objectives

EXAMPLES

Multinational Companies
Investment banks
Universities

In the Orange paradigm, the world is a **complex mechanism** that can be understood and exploited through scientific and empirical investigation.



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The ORANGE period

Four significant management breakthroughs gave us the orange corporation.

- **innovation**, which brought with it new departments such as R&D, product management, and marketing, as well as project teams and cross-functional initiatives.
- **accountability**, which provided leaders with an alternative to commanding people: Give people targets to reach, using freedom and rewards to motivate them. This breakthrough, sometimes called management by objectives, led to the creation of modern HR practices, budgets, KPIs, yearly evaluations, bonus systems, and stock options.
- **meritocracy**, the idea that anyone could rise to any position based on his or her qualifications and skills — a radical concept when it appeared
- **effectiveness** is the yardstick for decision making: The best decision is the one that begets the highest reward.

The goal in an Orange organization is to get ahead, to succeed in socially acceptable ways, and to best play the cards one is dealt. This is arguably the predominant perspective of most leaders in business and politics today

But the **Orange** paradigm encouraged short-term thinking, corporate greed, overconsumption, and the reckless exploitation of the planet's resources and ecosystems.

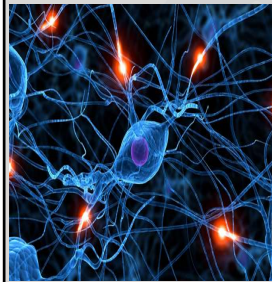
Increasingly, there is a feeling that this paradigm isn't sustainable. The heartless and soulless rat race of **Orange** organizations is not appealing.



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The TEAL stage - SYSTEMS



Today, in small but increasing numbers, leaders are growing into the next stage of consciousness, beyond **Green**. It embodies **System principles**

- **Self-management.** **TEAL** organizations operate effectively, even at a large scale, with a system based on peer relationships. They set up structures and practices in which people have high autonomy in their domain, and are accountable for coordinating with others. Power and control are deeply embedded throughout the organizations, no longer tied to the specific positions of a few top leaders.
- **Wholeness.** Whereas Orange and Green organizations encourage people to show only their narrow "professional" selves, **TEAL** organizations invite people to reclaim their inner wholeness. They create an environment wherein people feel free to fully express themselves, bringing unprecedented levels of energy, passion, and creativity to work.
- **Evolutionary purpose.** **TEAL** organizations base their strategies on what they sense the world is asking from them. Agile practices that sense and respond replace the machinery of plans, budgets, targets, and incentives. Paradoxically, by focusing less on the bottom line and shareholder value, they generate financial results that outpace those of competitors.



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B P I BUSINESS PROCESS IMPROVEMENT GROUP

Organisation

We have shown that a system needs a PURPOSE

How can it achieve its purpose

By organisation

Natural tendency is

Central Planning/control
Negative feedback



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Central Planning has many problems

It is interesting that the experiment of running Nations by central control (Soviet Union, China) is now discredited



BUT



It is still wide spread at corporate level

There are two major problems:

- The global world we have created is **COMPLEX**
- In general, people do not behave **RATIONALLY**



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There exists a tribe that

collects leaf fragments
with correct C/N ratio
cultivates fungal gardens
which is a food source
preserves food in silos
controls infection
digs trenches that control
drainage and soil aeration
has an effective waste
management system
Has a training
(APPRENTICE) system



The Toyota Way

Waste management
Training
Quality Control
Multitasking
Working in groups
Communal purpose
Extensive monitoring
Visual Management



Leaf Cutting Ants



The ToyotANT Way

The ants satisfy most of the Toyota requirements
(Ants use SMELL instead of Visual management)

WITHOUT ANY CENTRAL CONTROL
They have done this over MILLIONS of Years



Flocking of Birds

This is an example of emergent behaviour; that is, the complexity arises from the interaction of individual agents adhering to a set of simple rules. The rules applied in the simplest world are as follows:

- **separation:** steer to avoid crowding local flockmates
- **alignment:** steer towards the average heading of local flockmates
- **cohesion:** steer to move toward the average position (centre of mass) of local flockmates



Stafford Beer



Common Problems

- Autonomy v control
- Responsibility v duty
- Flexibility v planning
- Long term v short term

Autonomy v control

- How much autonomy do you allow?
- Requires TRUST

Responsibility v duty

- Duties bring responsibilities
- There is no “passing the buck”
- Kaisen Philosophy

Long term v short term

- Most organisations take short term visions
- Election of Rectors and Deans encourage this
- Get caught by new trends

Information



- The whole system depends on the right information being at the right place at the right time

3. The Learning Organisation

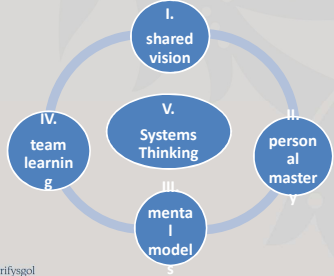


A learning organization is the term given to a company that facilitates the learning of its members and continuously transforms itself.

It was invented by Peter Senge who is a leading management guru

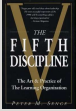
- It is an organisation which believes – has a well defined **purpose**
- It has a structure that can **adapt to change** and shocks
- It is an organisation that has a well defined way of thinking and learning – **corporate culture**

According to Senge, a Learning organisation has four disciplines







Systems Thinking is often called the Fifth Discipline



This is the ability to see the greater holistic picture, to look at the interrelationships of a system as opposed to simple cause-effect to understand the purpose of the organisation.

Systems Thinking shows us that the essential properties of a system are not determined by the sum of its parts but by the process of interactions between those parts.

ORGANIZATIONS, LIKE INDIVIDUALS, CAN LEARN

The normal processes of learning are usually present in organizations. However, organizational learning also has distinctive characteristics with reference to

- what is to be learned,
- how it can be learned, and
- the organisational adjustments called for to enhance learning.

These derive from the fact that any organization is by definition a SYSTEM, with individuals and larger units in different roles that involve different perspectives and values.




Organisational Learning



Organizational learning is based on a systemic implementation of best practices throughout the entire organization.






Organisation learning

A Fundamental Principle of organisational learning: Smart Individuals Are No Longer enough, Collective Intelligence Is better.

- *The smartness we need is collective. We need cities that work differently. We need industrial sectors that work differently. We need value change and supply change that are managed from the beginning until the end to purely produce social, ecological and economic well-being. That is the concept of intelligence we need, and it will never be achieved by a handful of smart individuals.*
- *It's not about 'the smartest guys in the room.' It's about what we can do collectively. So the intelligence that matters is collective intelligence.*

THIS IS ORGANISATIONAL LEARNING

Benefits of a Learning Organisation.



University of Calicut