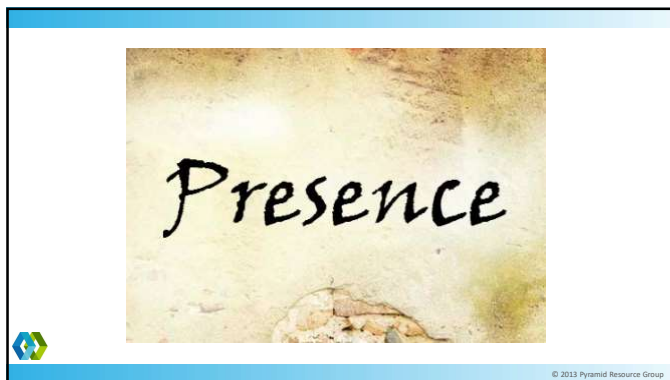





1



2



Organizational Systems Learning Objectives

Exploring the relationship of coaching with an organization's
"being and doing"

Expand understanding of what to consider when
coaching within an organization
...the being (Structure & Culture)

Explore understanding of how the *being* impacts
the *doing* (Strategy)

3

What is your experience working within an organizational system?



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Systems Thinking

Systems thinking is a discipline for seeing wholes rather than parts, for seeing patterns of change rather than static snapshots, and for understanding the subtle interconnectedness that gives living systems their unique character."

Peter Senge

The Fifth Discipline: the Art and Practice of the Learning Organization



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Organizational System

Structure + Culture + Strategy

System: collection of parts/subsystems integrated to accomplish an overall goal. Interdependence of parts.

What would you add to the definition offered?
Given the view of an organization as a system, what would you be curious about when you are beginning to coach in that organization?



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Organizational Structure Defined

"Structure is something managers design to enable efficient production and delivery of the organization's outputs"
(Senior & Swailes, 2010).



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Entrepreneurial Organizational Structure

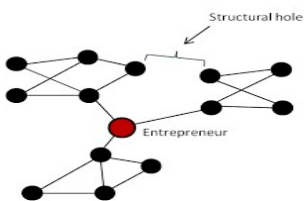


A person who starts a business and is willing to risk loss in order to make money. *Merriam-Webster*

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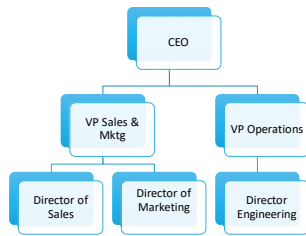
Entrepreneurial Organizational Structure



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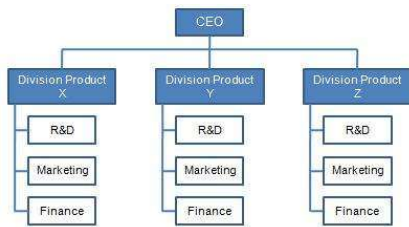
Functional Organizational Structure



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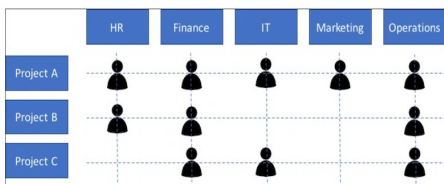
Divisional Structure



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Matrix Structure

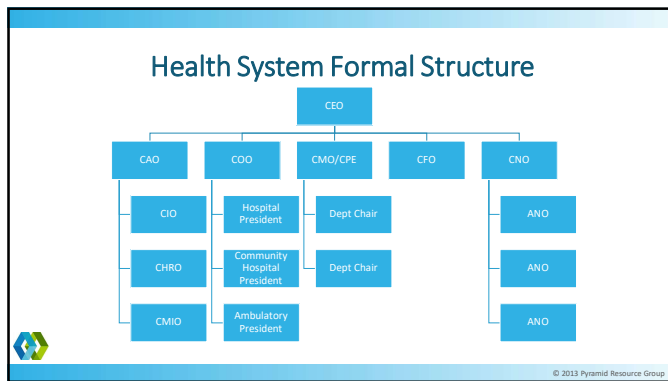


A **MATRIX ORGANIZATION** has a complicated structure in which the reporting relationships are set up as a **MATRIX** - a grid - instead of the traditional vertical hierarchy.

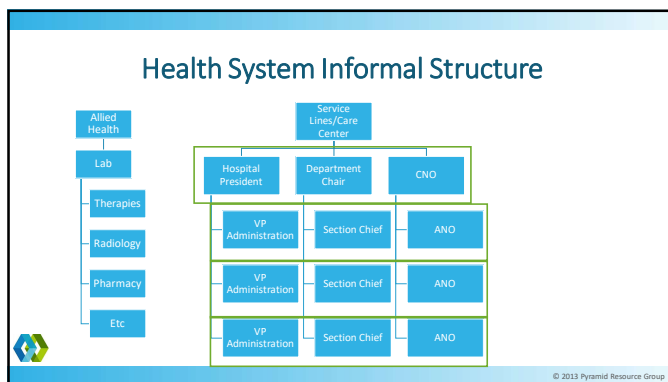


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As a coach, what does knowing the organizational structure give you?

- Framework of expectations
- Power dynamic
- Formal communication pathways
- Informal communication pathways
- Subtle/complex stakeholder influence needs

Context



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BREAKOUT

Think of someone you've coached (or plan to coach) working within one of the structures:

What are some of the implications for coaching your client given where they work in the particular organizational structure?

Pairs, 8 minutes



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Additional Considerations

- Is there an organizational chart?
- What is the formal structure? Informal structure?
- Is it a combination?
- Is the company family owned? Managed?
- Is it non-profit or for-profit or municipality?
- Who owns the company?
- What is the age of the company?

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Organizational System

Structure + Culture
+ Strategy + Purpose
++....+.....

Collective Mergers Group Roles
Professional Important Skills
Goals ORGANIZATIONAL
CULTURE
Change Customer Support
Growth Mission Results
Behavior Business Meetings
Executive Performance Valuable

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Organizational Culture

"Every company has two organizational structures: the formal one is written on the charts; the other is the everyday relationship of the people in the organization." *Harold Geneen*

Where does culture come from?

How does it get established?

What influences it?



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Fieldwork

You are coaching someone within an organization, what aspects of the structure and culture would you want to learn and know about? How would this impact your work with an individual, group, and team within the organization.

Write 1 paragraph on your ideas (or more if helpful to you)



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