

Organization Chart (Mintzberg & Van Der Heyden) The Team Work Organigraph

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*Presenting the relations at organizational level can be achieved by using an extremely useful tool – the organigraph – defined as concept by Mintzberg & Van der Heyden. This instrument makes use of concepts like: set, chain, hub, and web. Based on the theoretical component, we intend to create the organigraph of a academic system of students – **Team Work** – which was designed at the University of Bucharest level.*

Keywords: organigraph, set, chain, hub, web.

The classical organizational chart cannot accurately reflect the dynamics of the organization. That is why Mintzberg and Van der Heyden created a dynamic structure - **the organigraph** - which is able to describe the connections inside a department and between departments by using concepts as set, chain, hub or web. Our objective is to describe this theoretical model by studying the case of an extracurricular university structure - **Team Work**.

This changing organizational chart suggests the development of the operations within an organization.

The **SET** is a group of *items* (machines or people) that are often unrelated to one another; they are nothing more than collections or groups of interconnected elements. The connection between these elements is weak: they are structured as collections, groups or portfolios. Usually the sets share some resources - *facilities, founds, general management*. Otherwise, they would not be part of the same organization.

The purpose of an organization is to connect the sets to one another by using the **CHAIN** (e.g. the assembly line within an automobile plant).

The **HUB** represents the coordinating center. It is the physical or conceptual point to and from which people, things and information are oriented (e.g. an airport, a computer, a manager).

The **WEB** is a connection of hubs: managers, engineers, salespeople, clients. Nowadays any complex project can be viewed as a web.

What can come out of the attempt of putting together these elements in order to create an organigraph? Almost anything. The perfect organigraph doesn't exist. Unlike the design of an organizational chart, where the respect for well established rules is essential,

in creating an organigraph the managers must create a personalized image of their company. This effort asks for imagination; actually, in creating organigraphs other types of structures can be used, too (for example, the funnel, which consists of a transformation within a chain).

The organigraph describes the structure developing from the process. It can be viewed within the frame of reengineering - a concept that promotes the idea that "in our world, whose main features are the client, the competition and the change, to organize your company on the basis of individual operations is overdue. The cornerstone for organizing the activity of a firm is the process".

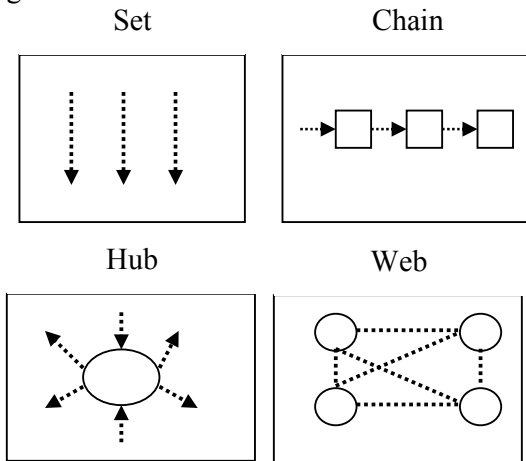
"The process is a set of activities that, put together, create a valuable result for the client - such as the development of a product" (**Hammer & Champy**, 1996: 52, 27).

Every element of the organigraph is the suggestion of a correlation with the management of the firm:

- The **set** suggests that the managers must delegate an action, supervise and evaluate.
- Within the **chain**, the manager has a high position, placed - in this case - higher than each ring. The command chain is placed above the operations chain. The chain is organized and it is the responsibility of the

manager to keep it under control.

- In the **hub**, the management is placed in the middle, with the activities surrounding it. This way, the employee placed in the middle becomes the manager.
- It is not very clear where the management is located inside the **web**. Actually, it is everywhere: in a web, the managers must come out of their offices and go to the place where people work. The web is so fluid that the managers can't afford to remain in the center. They have to be everywhere, so that the collaboration between the points in the entire network to be eased and the people who already know how to do their job to be encouraged.



As an example, here is the organigraph of a student organization:

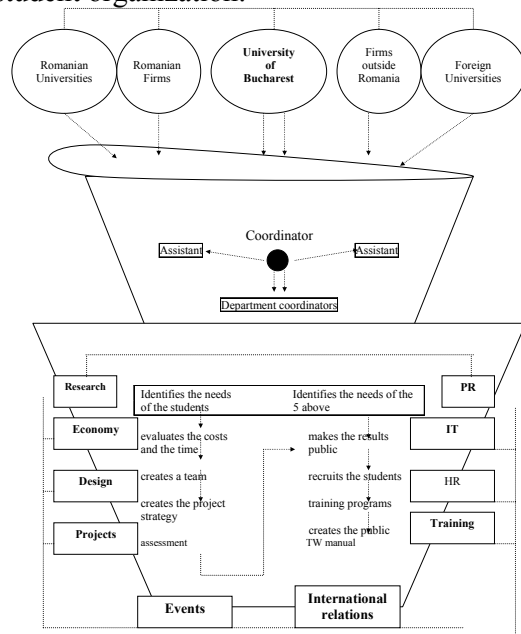


Fig.1: The Team Work Organigraph

The organization referred here is **Team Work**. Created under the grant of the University of Bucharest, **Team Work** is an innovating project addressed to the 4 entities described above and designed in order for the Romanian and foreign universities and the Romanian and foreign firms to approach the university education in a new manner. The cornerstone for creating this project can be viewed as a motivation for the students, a motivation for the University of Bucharest, a motivation for the civil society and for the Romanian economical environment.

The students are motivated due to their implication in real projects and the opportunity of developing as individuals. The motivation for the University of Bucharest means promoting a consistent and coherent image and, on the other hand, creating specialists in a post-industrial society. The motivation for the civil society is connected to creating the frame for developing new perceptions in the social and economical Romanian system. And the motivation for the market is connected to finding new human resources, specialists with a potential to be developed and integrated into the job market.

The objectives of **Team Work** are related to the specialization of each individual, to the change of the mentality within groups of people of all ages. **Team Work** can initiate a creative pressure able to impact the values and optimal frames in the Romanian society. In short, **Team Work** is intended for all students of the University of Bucharest who are willing to develop practical projects, both internal (for the University) and/or external (internal trainee in specialized company). An objective of **Team Work** is to provide the students with the opportunity of developing their professional skills through establishing their status in the job market.

Which are the elements of the diagram above?

1. the five institutions are the sources and the beneficiaries of the **Team Work** volunteer work; the University of Bucharest has also the role of tutor of the project;
2. all the abilities, experience, practice and other elements requested by the five project

providers are processed inside **Team Work** (build-improve-recognize). The first element of **Team Work** is the Coordinator, which is the hub of the organization (he coordinates the activity of **Team Work**) and the last filter of the organization. Below this level there are two other hubs: the Assistants and the Department Coordinators, responsible for the results.

3. **Team Work** has 10 departments in its structure. Their activity cannot be viewed unrelated (as shown in the figure). The role of each department is essential because the organizational objectives can't be met unless all the parts of the system are functioning. The activity of the departments must be supervised by the coordinators as part of a whole. A broken ring breaks the chain: this is the idea behind **Team Work**. Working in a team means caring first of all about the activity, about the process and not about the structure of your department. For instance: the Research Department creates projects not only for this department, but for all parts of **Team Work**; good results mean recognition for the entire organization; that is why this department establishes very high standards for its members. Otherwise, the information given - for instance to the PR Department - could be altered and produce negative results. Or, untrained people working in this department could influence the quality of the training programs or of the recruiting process developed by the specialized departments. Another example: the Events Department has a very important role, because socializing in various situations enhances the sense of belonging to a community.

4. the five *sources* are - on one hand - providers of projects and recognized experience and - on the other hand - benefit from the quality of the volunteers' work and from the image promoted (the University of Bucharest solves an administrative problem: the training periods for its students).

Mintzberg & Van der Heyden ("Organigraphs: drawing how companies really work", *Harvard Business Review*, September-October 1999) underlined that approaching this theory changes the perception towards management. In the traditional organization chart, the top managers were placed in the top of the hierarchy. This - say the authors - weakened the organizations and provided managers with a wrong opinion about themselves. Mintzberg & Van der Heyden noticed that top managers are only in the top of a diagram and that it is possible for them to be unable to control every action in the organization, because of the distance between their position and the work of the employees and collaborators.

Bibliography

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