

Understanding organisations

Management and
governance

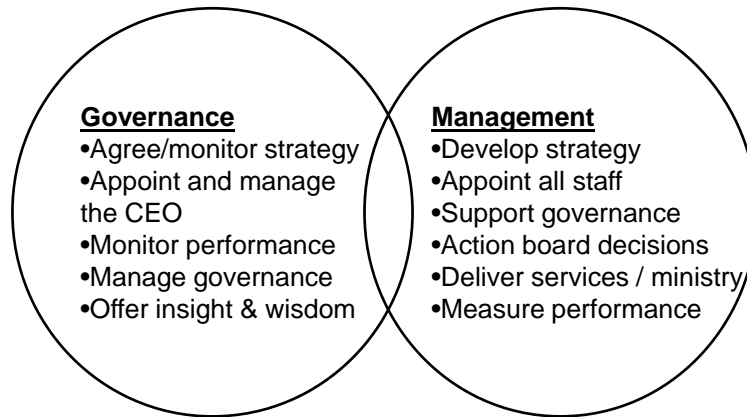
Or

Keeping your trustees off
your back

The role of trustees

- Policy and strategy
- Representation
- Accountability
- Resolving tensions
- Governance

Board and management roles



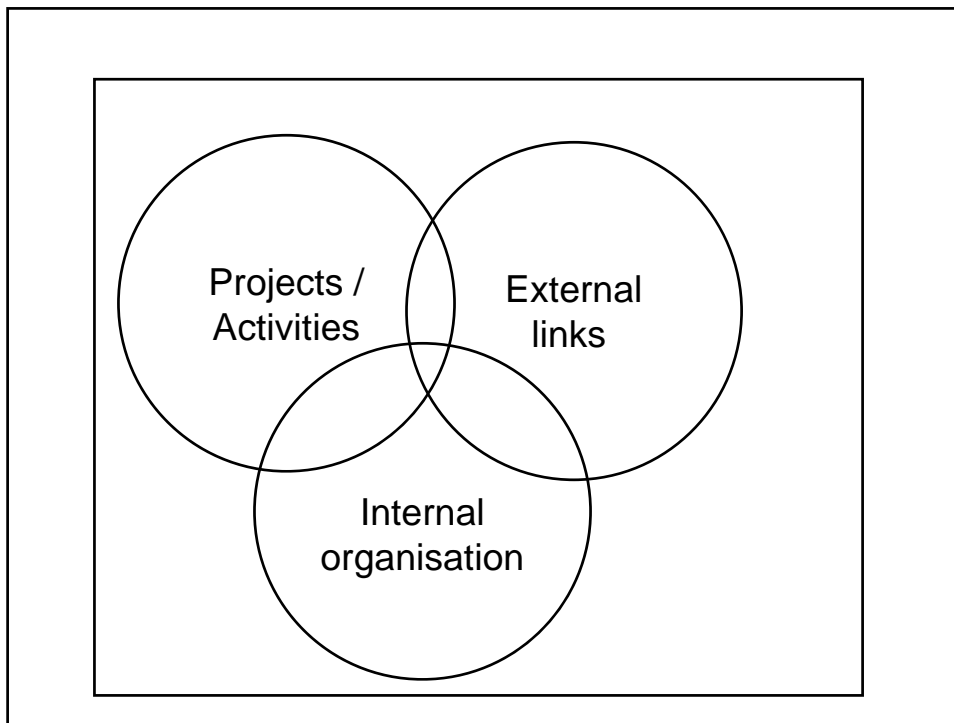
Win-win or lose-lose?

<p>Strong staff, weak board Lack of accountability -> long-term risk; staff issues dominate, lack of focus on organisational purpose</p>	<p>Strong staff, strong board Board concentrates on long-term issues; good planning for the future</p>
<p>Weak staff, weak board Lack of problem-solving -> downward spiral</p>	<p>Weak staff, strong board Board gets too involved in the details, losing the big-picture view</p>

Research into effective boards

- Business people don't improve things – they can make things worse
- Board involvement in strategic planning does matter
- Boards should be clear about their role and duties
- CEOs who work with and through their board are seen as more effective
- Different structures don't change things much
- Boards tend to be risk-averse rather than risk-takers

What makes a healthy organisation?



Analytical tools

Organisational Assessment Tool (OAT)

Discussion-oriented Organisational Self Assessment (DOSA)

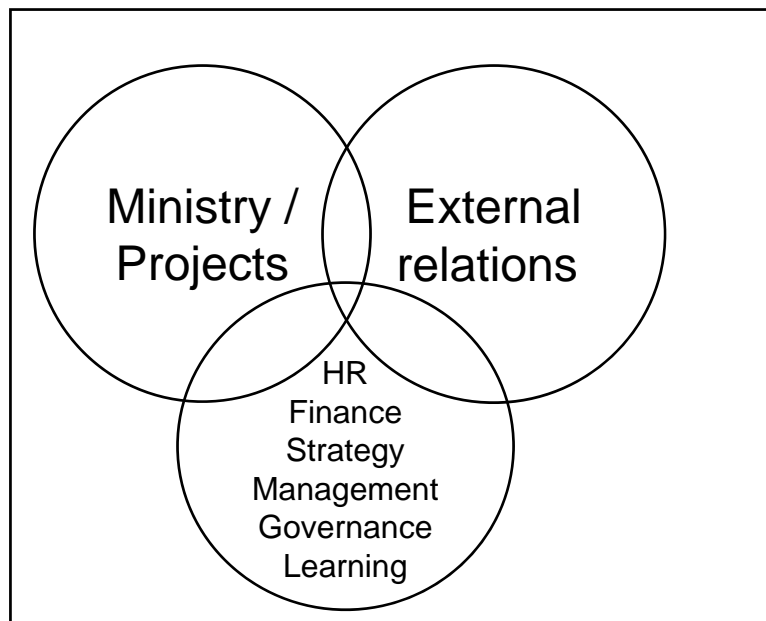
DOSA and OAT comparisons

DOSA

- Strategic management
- Financial management
- HR management
- External relations
- Service delivery
- Organisational learning

OAT

- Mission/vision/governance
- Management processes
- Financial management
- HR management
- External relationships
- Results analysis



Models and metaphors

The gods of management

Zeus (power, patriarchal, 'the club' culture)

Apollo (order, reason, bureaucracy, the 'role' culture)

Athena (expertise, wisdom, meritocracy, 'task' culture)

Dionysus (individualism, professionalism, non-corporate, 'existentialist' culture)

“Images of Organisation”

Gareth Morgan

Organisation as:

- Machine
- Organism
- Brain
- Culture
- Political system

The Third Wave

Small groups

Hierarchy

Bureaucracy

Network

Why do networks work?

OK with diversity

It's all about the connections

Their adaptability

But a challenge to lead

In small groups, discuss at least one organisation known to you

How do these models and tools cast light on the organisation, its functioning, and possible areas for change or growth?