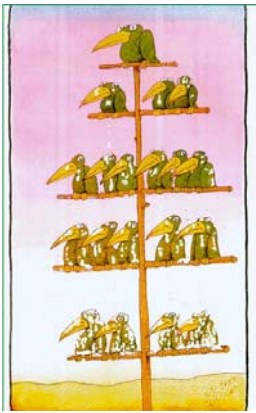


Organizing





Organization Theory



- We have discussed types of organizations, and why they exist.
- Nonprofit organizations are our focus; the Board is in control and decides how to organize
- Organizing results in an organizational structure

Definitions



- Organizing: “the process of dividing work into manageable components (tasks) and assigning activities to most effectively achieve the desired results” (Quinn et al., 1996, p.233).
- In other words: deciding what needs to be done to achieve a goal, who will do what work, and how you will coordinate/manage it

Organizing Functions



1. Task identification
2. Task analysis
3. Division of labour; task allocation to units/people
4. Coordination of units/people
5. Communication among units
6. Decision making centralization/decentralization

Example:



- KidSport

Strategy of the Organization



- “Structure follows strategy” – Drucker
- What is the strategy of the KidSport organization
 - “Create a sustainable professionally managed organization”
 - “Increase the number of applications from kids so that demand always exceeds supply”
- How does strategy impact organizing and organizational structure?

Example: Task Identification



- 1. Review of By-Laws
- 2. Recruitment of Board members
- 3. Increasing awareness of KidSport
- 4. Increasing revenue generation
- 5. Increasing staff

- **ARE ALL OF THESE TASKS OF EQUAL SIZE, LENGTH, IMPORTANCE (priority)?**
- **ARE SPECIAL SKILLS REQUIRED?**

Task analysis (Increasing awareness)



- What needs to be done?

- How many people?
- What skills?
- For how long?
- Priority?

Task analysis (Review of By-Laws)



- What needs to be done?

- How many people?
- What skills?
- For how long?
- Priority?

Division of labor; task allocation to departments/committees



- After task analysis -
- For “Increasing awareness”
 - Develop an operational plan that includes who needs to do what and when
- For “Review of By-Laws”
 - Develop an operational plan that includes who needs to do what and when
- Probably need two different “committees or departments” for these two tasks

Departmentalization



- Departmentalization combines tasks, and jobs and/or workers into working units
- Setting up committees is a common way of “departmentalizing” in a nonprofits sport or recreation organization
- These “departments” require coordination between them;
- The individuals within the “departments” also require coordination
- The more specialized the tasks, the more coordination is needed

Specialization of a job



- Reduces the variety of tasks in a person's job
 - Increased awareness should result in more applications from kids
 - Processing applications would be very specialized
- Focus skills/abilities in one area; repetition and simplicity of tasks
- Saves time (person avoids moving between tasks)
- Facilitates hiring/training of employees (specific job descriptions)
- Increases efficiency

Creating the “departments” takes discussion; there are several ways for an organization (like KidSport) to organize



- Functional (KidSport Edmonton has this)
 - Governance, marketing, fundraising, human resources
- Territorial (KidSport Alberta has this)
 - Edmonton, Calgary, Red Deer
- Product-Service
 - Team sports; Individual sports
- Customer
 - Sponsors, Participants, Sport Clubs

Departments



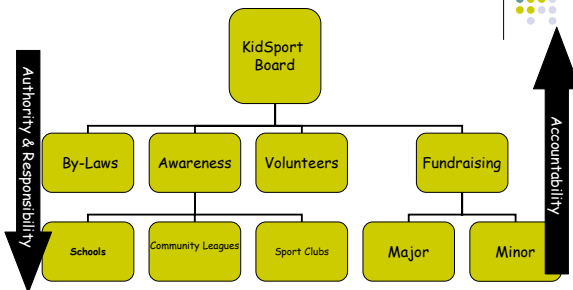
- Departments, once created, will have goals, with measurable outcomes
 - “increased awareness” outcome would be increased applications from kids
- There will be expectations about how a department will function
- The people in the department will also have expectations, and there will be expectations of them

Centralization



- How much authority will be kept with the Board; how much to the staff; how much will be given to the committees or departments
- More authority at the top (Board) means more centralized authority
- Classic Board / staff argument

Structure and Delegation



Delegation and Pitfalls



Delegation moves authority down the structure; decentralizes; Subdivides the organization vertically

PITFALLS:

- Failure to communicate what to do, and when
- Subordinate lacks desire to complete task
- Task is beyond subordinate's capabilities
- Giving RESPONSIBILITY WITHOUT AUTHORITY

Accountability remains with the person at the top!!

Organizational Structures



- Span of Control
 - Number of people directly under an individual
- Departmentalization
 - Task division
 - Subdivides the organization horizontally

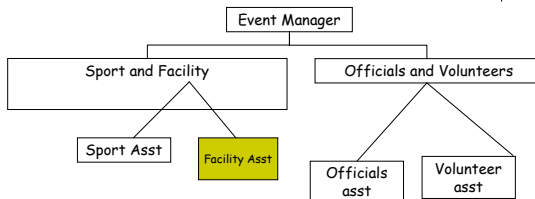
How wide a Span of Control?



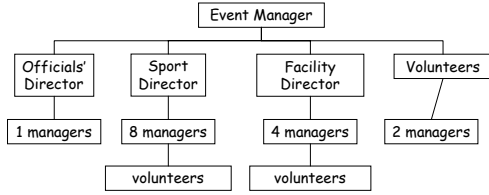
- Span of control can be wider (can supervise more people) when:
- The work output is measurable (requires less supervision time)
 - Subordinate more competent (less supervision needed)
 - More mutual respect in supervisor-subordinate relationship (less supervision needed)
 - Low production pressure (less direct supervision)

Span of control subdivides an organization horizontally

Tall Structures – have smaller span of control – here the Event Manager has a span of control of 2



Flat Structures – have wider span of control – here the Event Manager has a span of control of 4



Bureaucracy



- When you have:
 - Division of labour
 - Hierarchical authority structure
 - System of policies and rules
 - Formalization – policies and rules are written;
 - Standardization – standard rules and procedures are consistently applied and enforced throughout the organization
 - Technical competence (specialization)

The Advantages and Disadvantages



- Tall vs Flat structure
- Specialized vs diverse jobs
- Centralized vs decentralized authority
- Formalized vs non-formalized
- Departmentalized vs non-departmentalized

You are offered a job:



- What do you need to know?

You get offered a job:



- How much am I getting paid?
- What are the benefits?
- What are my roles and responsibilities?
- What do you expect of me? "outcomes"
- Who do I report to?
- What is my level of authority?
- How am I evaluated?
