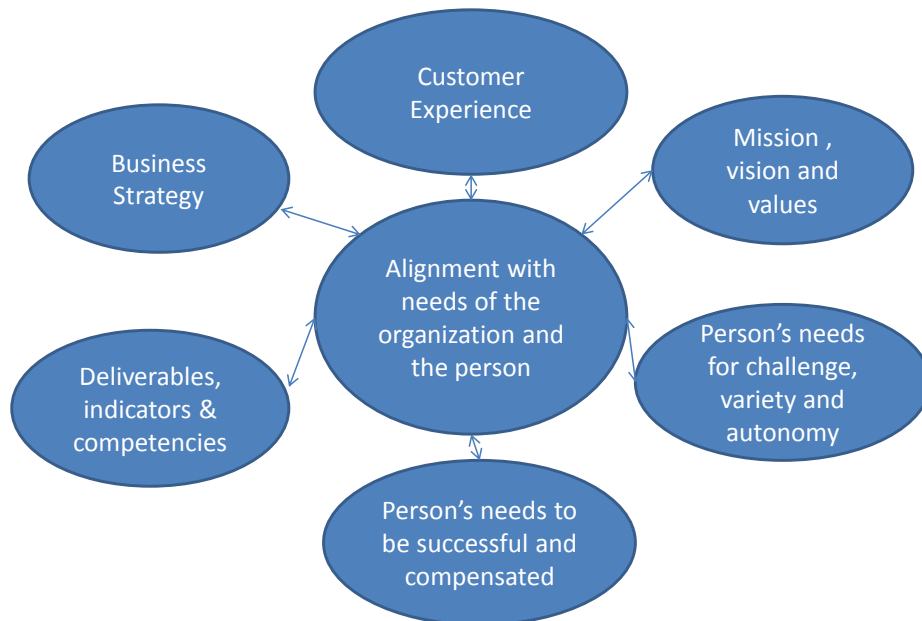


Work and Organisation Design: Why DESIGN?

Jobs and organizations need to be configured according to many variables. Jobs need to be designed (configured) according to the following:

Composites of Job Design



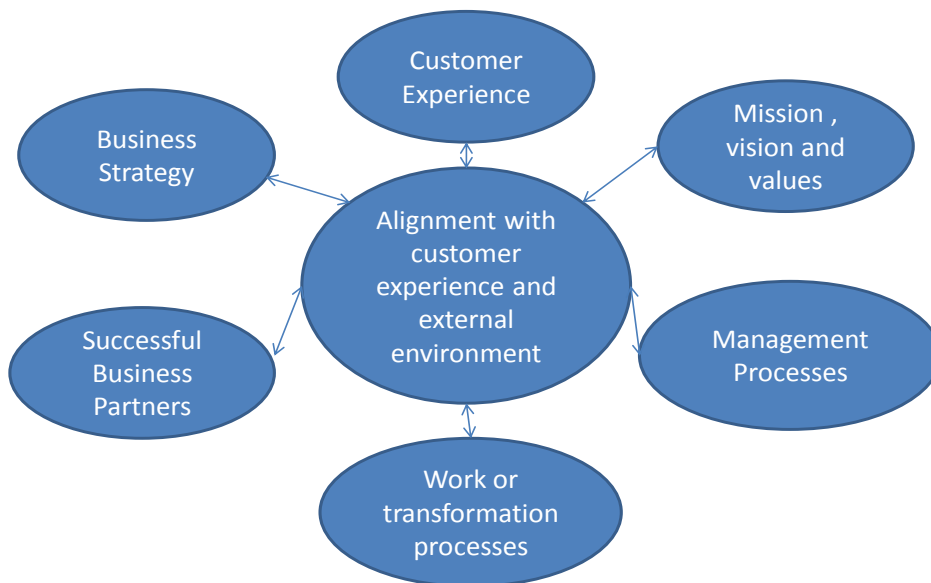
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Organizations need to be configured according to the elements shown below.

Composites of Organization Design



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Organization and work design is complex because it is an ongoing process. Changes in the business environment as well as changes in peoples' needs explain, in good part, the complexity of organization and work design. It is a management competency but difficult to apply because of the constant need to be focused on short term, day-to-day results. It is a strategic competency often underrated because it requires a deep understanding of the business, the challenges in the external environment and the two categories of people's needs – stability and the need to evolve. It is a strategic competency because the manager needs to see, understand and work with both the big picture and the specifics of the organization and the jobs. Business, leadership and interpersonal skills are of the essence.