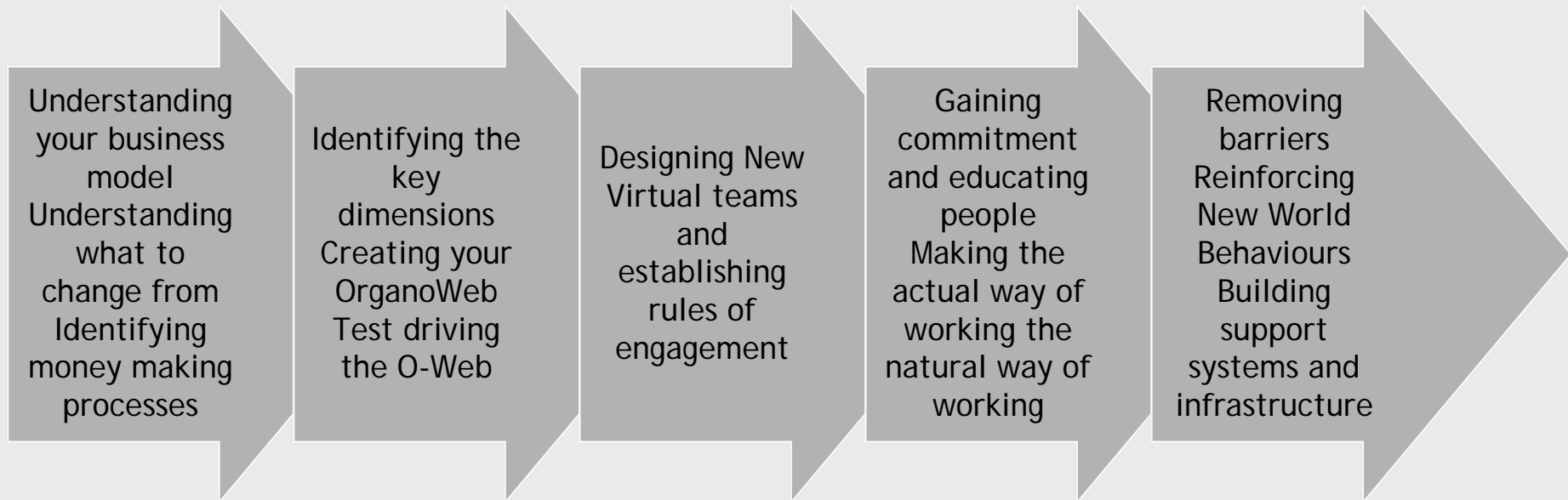


Managing the transition



PENTACLE

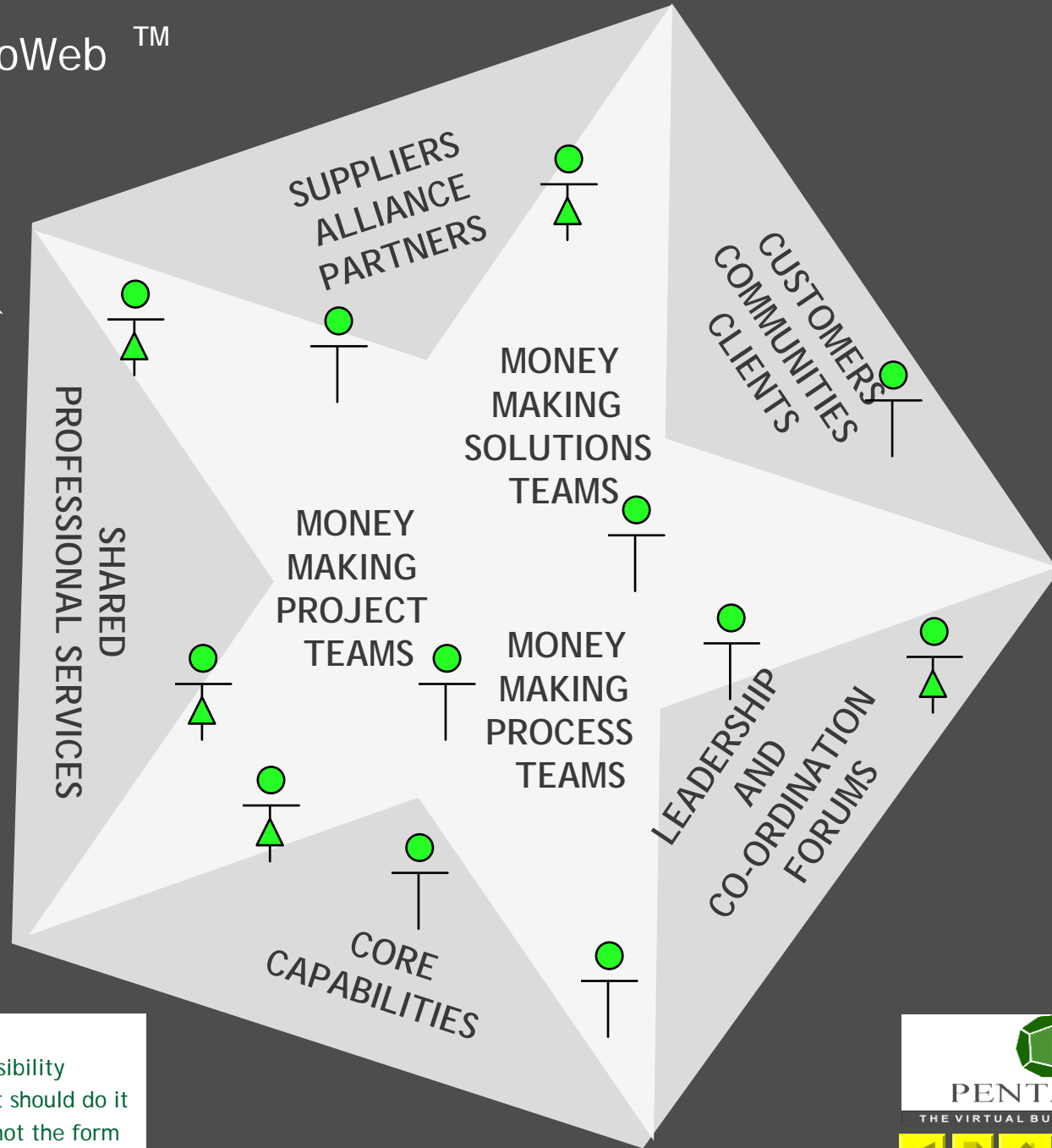
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You are where?



1. Interdependence - make this clear
2. Separate accountability and responsibility
3. Federalism: the best person to do it should do it
4. Virtuality The effect is important, not the form
5. Control must never outweigh leadership

1. **Interdependence** - make this clear
2. **Separate Accountability and Responsibility**
3. **Federalism** - the best person to do it should do it
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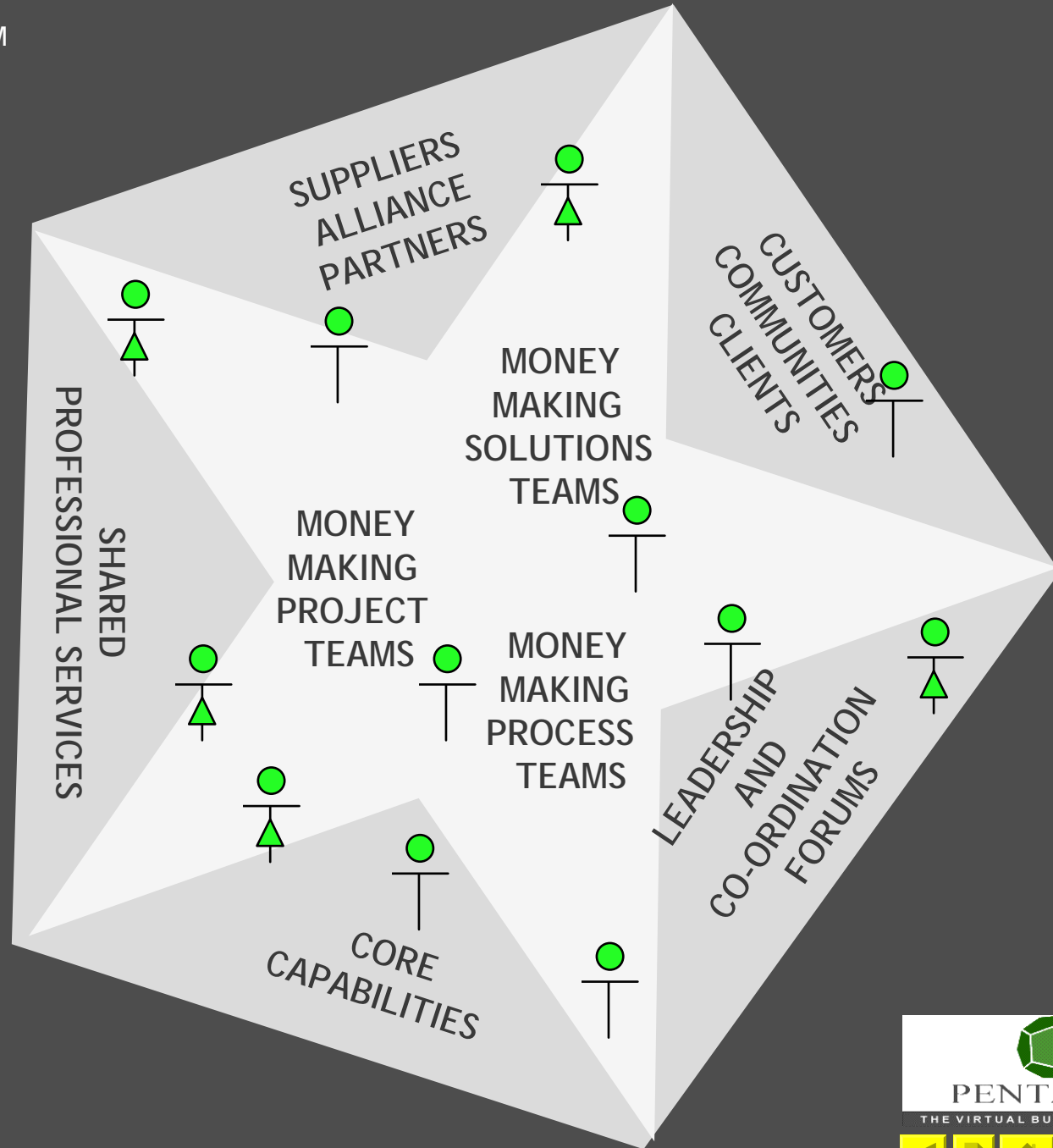
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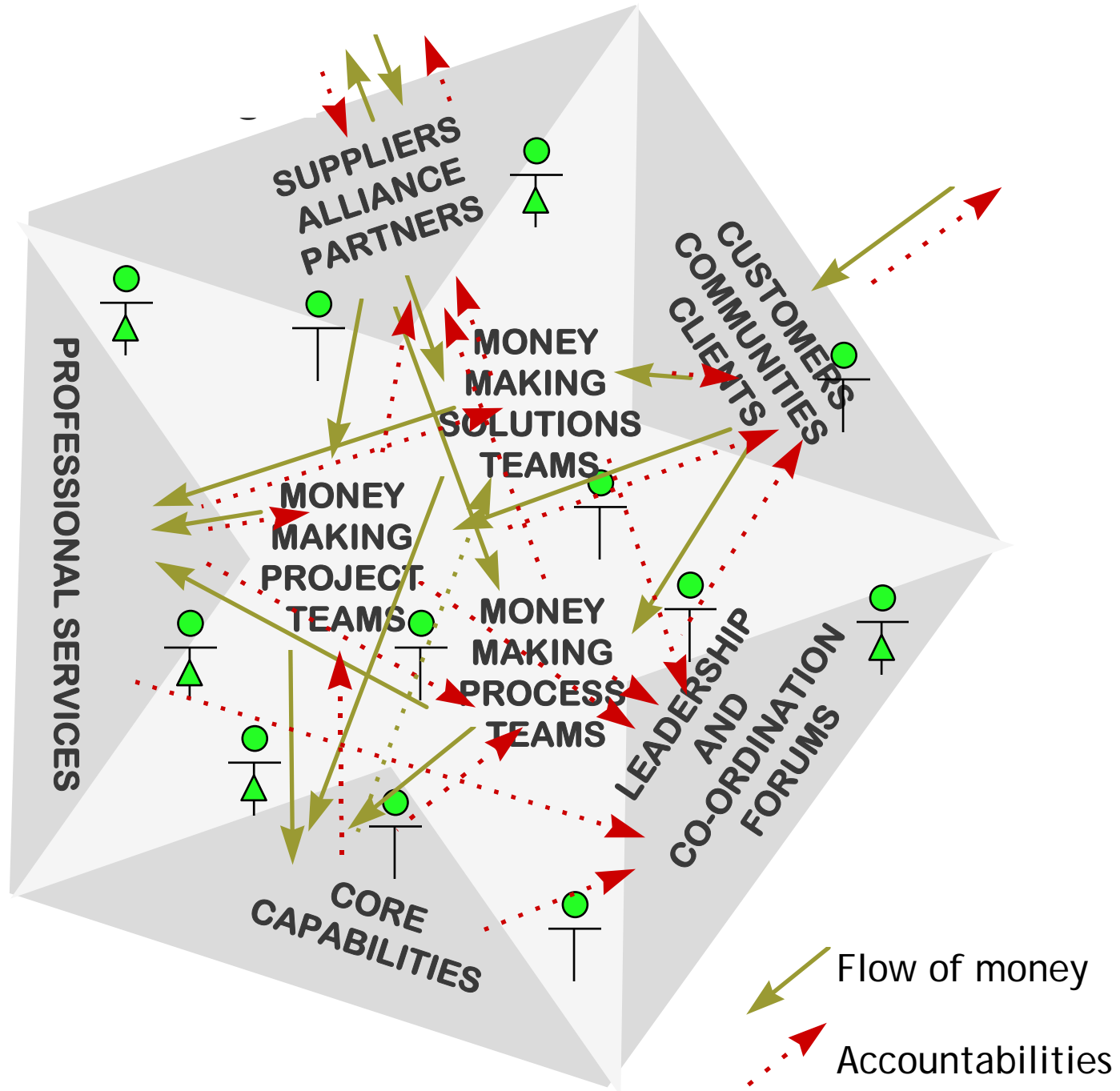
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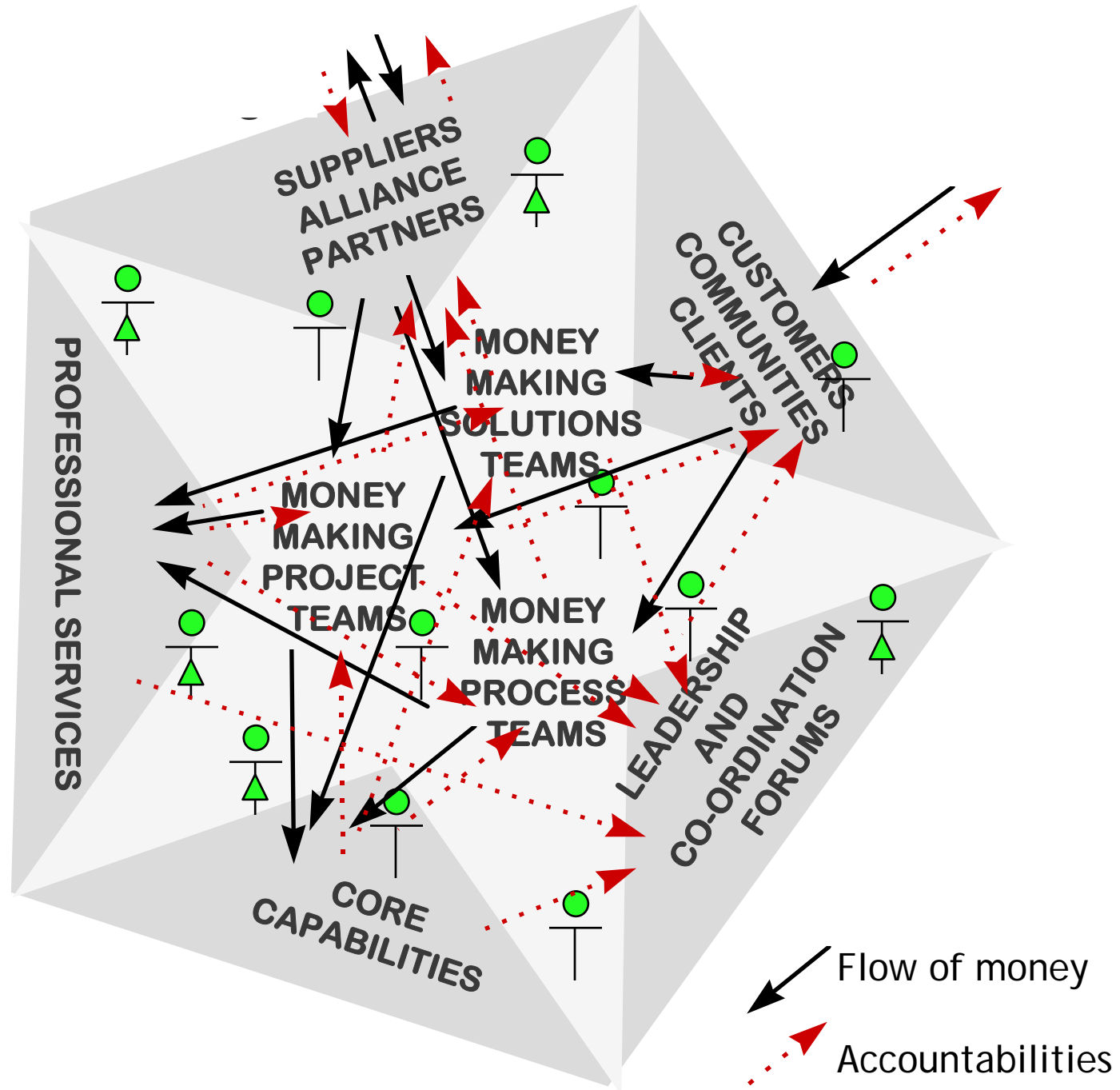


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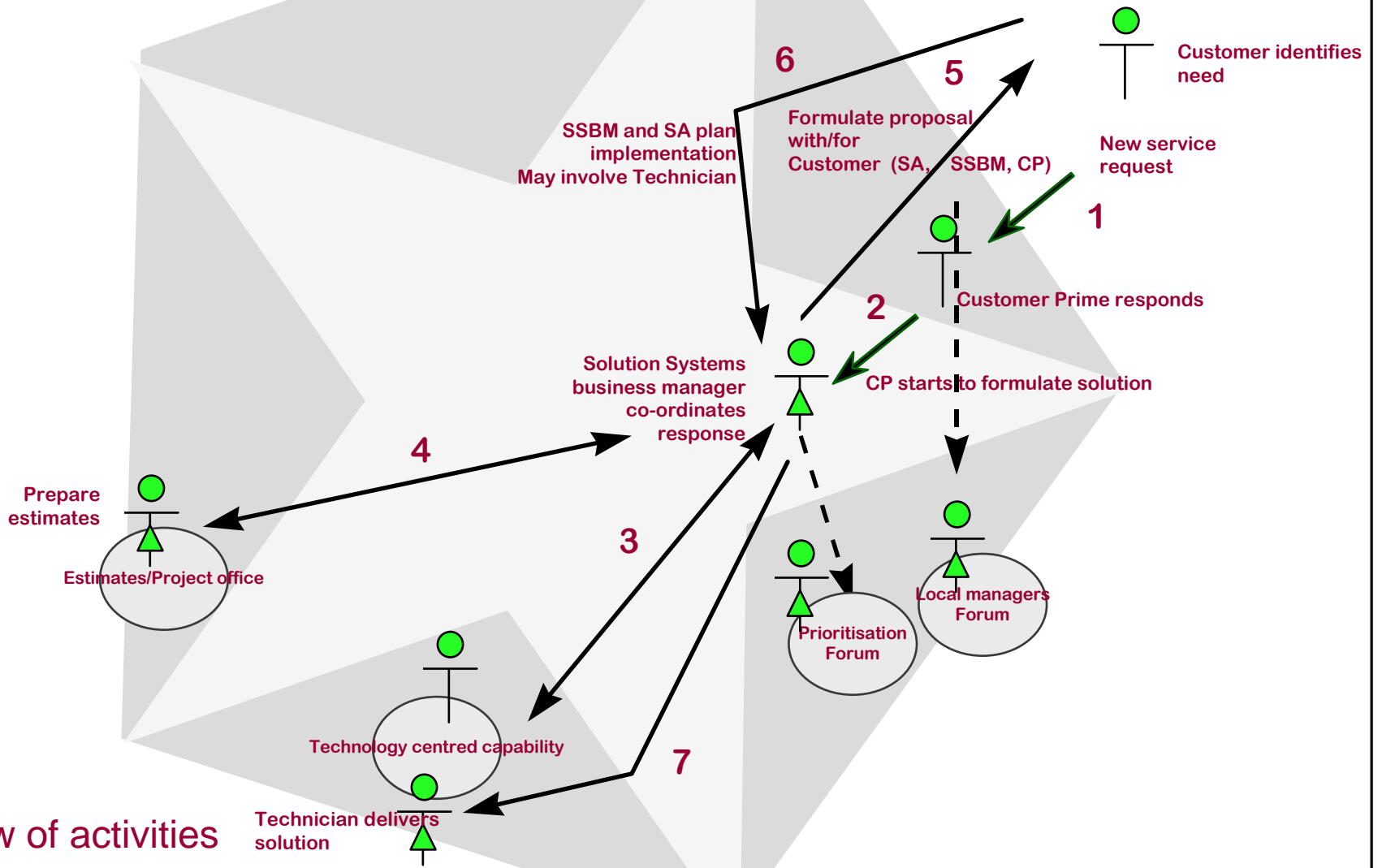
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Test case 1a.



 Flow of activities

 Accountabilities

Typically:

Responsibility

Yes

I own the resources which allow me to RESPOND

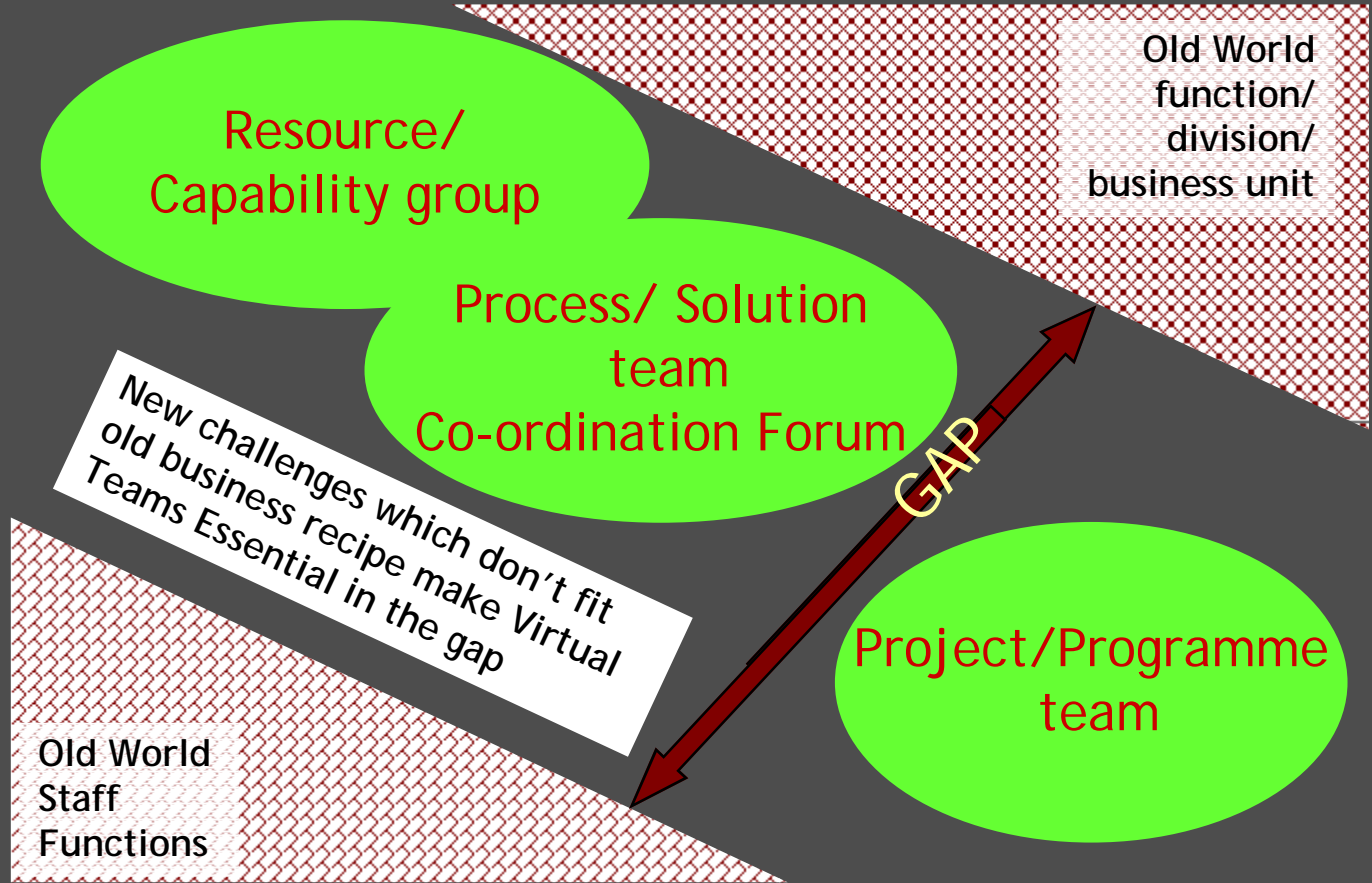
No

No

Accountability

Yes

You can COUNT on me to make sure the deliverables are produced



Other forms of organisation people have experimented with

- Delayered
- Devolved
- Matrix



...doesn't work because...

Delayed

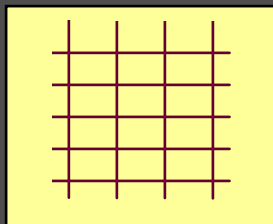
- Span of control limit is exceeded and chaos reigns

Devolved

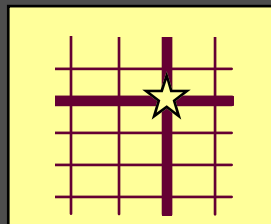
- Empowerment without capability/ accountability/ shared risk is anarchy - Independence creates cost

Matrix

- Power gravitates to the people who have two (or more strong lines) this disrupts all the processes



vs.



Principles for operating in an Organoweb

1. Issue/ Opportunity
2. Information check priority, implications, etc
3. Stakeholder list: To whom was commitment made? Who else is part of the Virtual Team? Who do I need to take along? Who else would this affect? Is there an appropriate leadership forum?
4. Check with key stakeholders
5. Resolution: Take local decision and inform stakeholders or create recommendation
6. Agree/ decide with stakeholders
7. Close and communicate

