

Organizational World-View Template

A Collaborative Community

An effective organization worldview relies first and foremost on an intimate knowledge of the people you intend to serve. An effective and frequent market analysis of rapidly changing sub-cultures is essential. It will also build a historical database. This is useful in the promotion as well as the design of effective products and services in a knowledge based world.

Effective organizations are characterized by activated and empowered staffs who conduct effective interactions with customers. These interactions take place in a system that utilizes resources within as well as outside their existing industries. (See Von Hippel's research at MIT)

In practice, five areas of the seven elements below influence the ability to deliver effective products and services. These are effective **market analysis, self-management support, delivery system design, decision support, and information systems**. The goal is to create an organizational environment that is safe, effective, timely, people-centered, efficient and equitable.

The major objectives of each element of the organizational model are listed below. Each bulleted item is a principle for designing an effective work environment. An expanded version of this document should include further information on interrelationships between the elements of the model, priorities for system redesign, further detail about each principle and examples of successful interventions.

1. **Market Analysis:** Segment your constituency.
 - o Survey and analyze your customers and employees by segment.
 - o Create a specific list of screening criteria.
 - o Select three or fewer segments that you can serve effectively because you have the resources to meet their needs.
2. **Self-management support:** Empower and prepare people to manage their customer contacts and professional development.
 - o Emphasize the person's central role in managing their future.
 - o Use effective self-management support strategies that include assessment, goal-setting, action planning, problem-solving and follow-up.

- Organize internal and community resources to provide ongoing self-management support.
3. **Delivery system:** Assure the delivery of effective, efficient systems and self-management support.
 - Define roles and distribute tasks among team members.
 - Use planned interactions to support fact-based products or services.
 - Provide specialize services to struggling staff.
 - Ensure regular follow-up by a team of volunteers
 4. **Decision support:** Promote decision systems that are consistent with established programs and personal preferences.
 - Embed evidence-based guidelines into weekly programs.
 - Integrate volunteer expertise as well as industry resources.
 - Use proven education methods.
 - Share fact-based guidelines and case studies to encourage participation.
 5. **Information system:** Organize data to facilitate efficient and effective professional interaction and professional development.
 - Provide timely reminders for constituent and support persons.
 - Identify relevant subpopulations for proactive developmental experiences.
 - Facilitate individual and small group planning.
 - Share information with beneficiaries and support people to coordinate appropriate development.
 - Monitor performance of teams and follow-up.
 6. **Organization:** Create a culture, organization and mechanisms that promote creative, high quality developmental programs for employees and customers.
 - Visibly support improvement at all levels of the organization, beginning with the senior leadership in both the line and staff role.
 - Promote effective improvement strategies aimed at comprehensive system change.
 - Encourage open and systematic handling of errors and quality problem.
 - Provide incentives based on quality of measurable results.
 - Develop agreements that facilitate coordination within and across departments.
 7. **Industry:** Mobilize industry resources to meet the needs of your organization.
 - Encourage people to initiate and participate in effective industry wide programs.
 - Form partnerships with organizations to support and develop interventions that fill gaps in needed services and programs.
 - Advocate policies to improve professional development.