

How can be used the classic Organigram and the Context diagrams of the CPW Method in Change Management?

Bernd J. Schneider

IC Informatica Consulting GmbH

Zurich, Switzerland

Email: Bernd.Schneider@ICInformaticaConsulting.com

URL: [http:// www.cpw-method.com](http://www.cpw-method.com)

20 June 2014

Here is presented on the one hand, how the classic organigram can be used in the area of the Change Management and on the other hand is introduced a Context Diagram of the CPW Method, which offers in contrast to the conventional or classic organigram further possibilities, and furthermore as well as the conventional classic organigram the Context Diagram of the CPW Method can be used in the area of Change Management.

First of all the basic features of the conventional and classic organigrams are introduced. With the classic organigram is represented the organizational structure of an organization or of an enterprise. Most of the time the organizational structure is hierarchically represented and structured with boxes, which are connected to one another. At the question what is in the boxes, there is also the question, what should represent the organigram, how concrete and precise should it be? Does the people like more a generic or abstract organigram, in order to get a general picture of the organizational structure of the organization or of the enterprise, or it should become more concrete. And then there is also the question should the organigram represent only the generic representation of the organization or of the enterprise, or the people are in the initiation phase or in the change management phase of an organization or of an enterprise or as said in the rebuilding phase and there will be a reorganization in context of a Change Management Process and the people use the organigrams for workshops, in order to work on the processes of change and to use the organigrams then as a further and additional basis of decision-making, to bring forward the Change Management Processes.

At a classic conventional organigram in the boxes can be shown for example the management functions or the management subfunctions like for example: Executive Management, Senior Management, Management, Head of Department, Area Manager, Business Unit Manager, Department Manager, Team Leader, Subject Matter Expert, Member of Staff, and Employee. The management functions can be shown alone in one box, but they can be also combined with areas or with business areas, whereby an area can be a subject-specific area, but it can be also a geographic area. In general there is in addition a distinction between area and area function or business area and business area function, whereby in some cases this is also a question of interpretation. Areas can be subdivided furthermore into subareas and functions can be subdivided into subfunctions.

In addition there is the organizational unit, which can be described in general terms, but also concrete. This means to the organizational unit can belong the management function but also the area or the business area with the possible functions and subfunctions. The organizational unit can be also represented with an alpha-numeric abbreviation with an organisation-wide or an enterprise-wide naming convention.

Furthermore the concrete responsibility with first name and surname of a person can be also assigned to a box. At a person with first name and surname as a responsibility can be also mentioned the title of a person, but also the employee's level. In some cases the employee's level and the management function is the same and then again in some cases it is different.

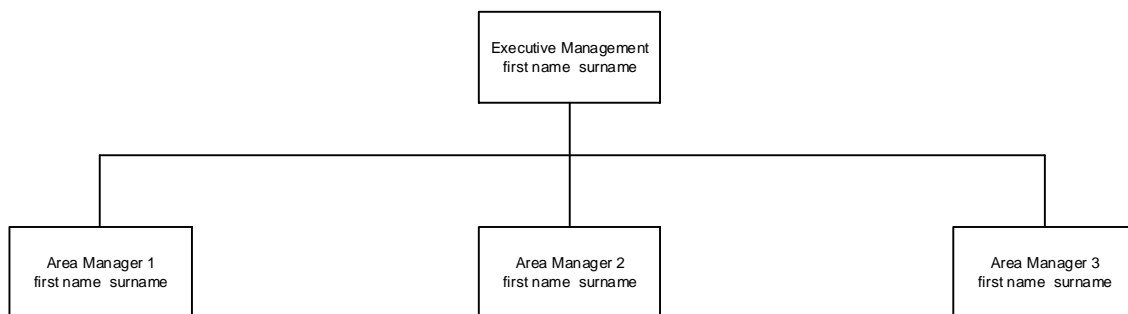


Fig. 1: The classic conventional Organigram

If the descriptions of an organigram are not enough, to describe an organization or an enterprise in depth, then can be done this in more detail, to show then for example the detailed functions of the respective responsibilities, which are then described in the form with bullet points within a presentation (Power point) or as a text in a document (Word).

As said, many organigrams are described in general terms or abstract and not concrete. The reason for this is, because an organization or an enterprise wants to represent itself in general terms. Many organizations and enterprises want to represent itself only in general terms, because the reader of the organigrams should become only an overview or a generic impression, how the organization or how the enterprise is structured in general. And in some cases some organizations or enterprises don't want to disclose to much for some reason and among others also because of competitive reasons.

But the question is always, what the people want to achieve or to aim with an organigram of an organization or an enterprise? Does an organization or an enterprise want to represent itself in general, or is the sense and purpose of the organigrams important, to introduce a Change Management Process of an organization or an enterprise as an additional instrument? Then the situation will look completely different!

Then the existing organigrams can be too general, and they are not really usable in the Change Management Process of an organization or an enterprise, because the existing organigram turns out to be as old and outdated, inflexible, rigid and unclear structures, where first of all is not clear: Who is really responsible for what, and the people have to place the question, what are the responsibilities doing in their functions, and makes it sense, what they are doing? Is this really up to date? Does it really correspond to the objectives, what the organization or the enterprise want to achieve with their services and products here in this world?

In the phase of the Change Management Process they call not only into question nearly everything, but they place also the question, how it can be look like in future, and what should do the organization or the enterprise in future or what they want to achieve with their services and products here in this world?

In such complex Change Management Processes the features of the organigrams are not enough, but the organigrams are used then with references and in combination with presentations and further documents, where then is described in detail, what the responsibilities in their detailed functions should do then.

Where is now the connection from the CPW Method to the previous, described work steps with the classic organigrams? The conventional, classic organigram corresponds to the CPW Subject Context Diagram, where the responsibility is described with the features in a box.

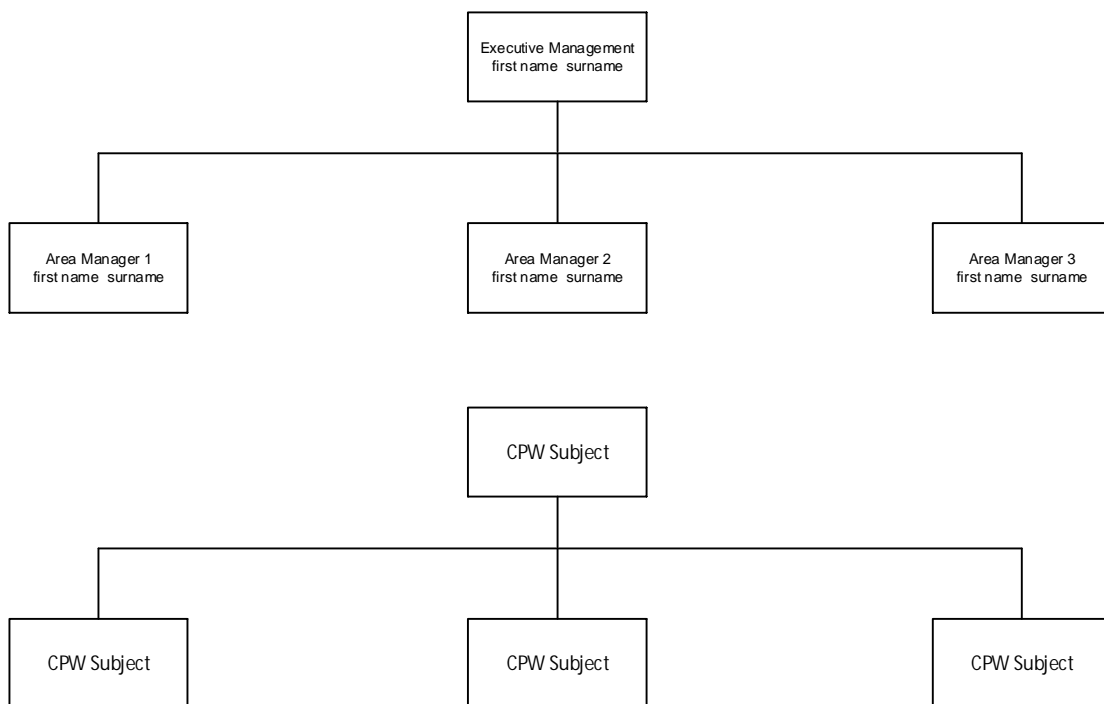


Fig. 2: The classic conventional organigram corresponds to the CPW Subject Context Diagram

There is not only at the CPW Method only the CPW Subject Context Diagram, where are described the responsibilities, but also the CPW Subject Object Context Diagram, where is relevant the question: Who is responsible for what? This means for what have the responsibilities a concrete responsibility, which is then described in a second box, the CPW Object. This means, in the CPW Object are described the detailed tasks or functions respective the area functions or the business area functions of a responsibility.

With this kind of representation people become a very fast and more concrete picture and understanding at the question, who is responsible for what?

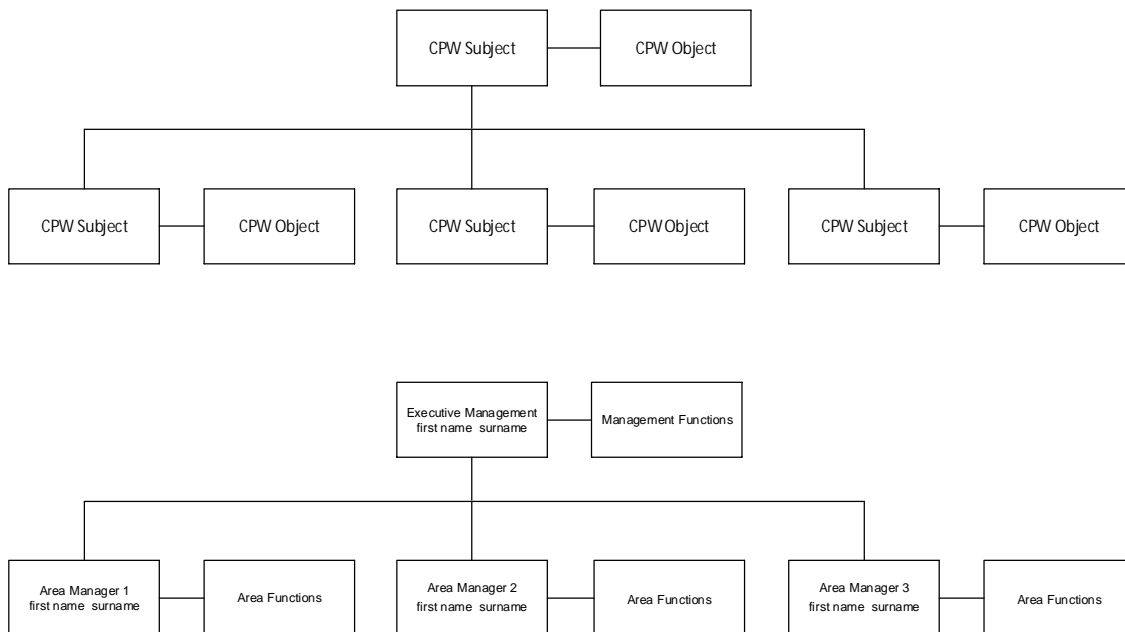


Fig. 3: The CPW Subject Object Context Diagram with example

Because of the reason that the CPW Subject Object Context Diagram has also the boundaries of the representation, can also used this diagram in combination with additional presentations and documents, where then is described more in detail, what the responsibilities should do in their specific tasks and functions.

Furthermore is described in the article "Change Management Framework in Three steps with the CPW Method", how with the steps Diagnostic Assessment and Change Management, and with the step: "Who is responsible for what?" can be managed with the help of the CPW Method Change Management or Change Management Processes.