



THE HEALTHY ORGANIZATION

A Revolutionary Approach
to People & Management

Brian Dive

Contents

List of steps to a healthy organization
Acknowledgements

vii
viii

1 The healthy organization

1

What is meant by organization? 2; What is a healthy organization? 2; What is a flat organization? 3; Why are organizations unhealthy? 3; Accountability is the key 5; Decision-making accountability 5; How flat is too flat? 9; The formula for a healthy organization: 'work levels minus 1' 11; Shortcomings of re-engineering 11; The causes of unhealthy organizations 12; Can an organization be too flat? 19; Too flat or too tall – the same consequences 23; Outline of the book 23; The vision of a healthy organization 24

2 The empirical evidence

26

The drivers of business success 26; Early developments 33; Implementation at Unilever and Tesco 33; Field 'stress tests' 36; The diversity of the evidence 43; Conclusion 44

- 3 The decision-making accountability model** 46
Link to business strategy 47; Decision-making accountability 47; The DMA model – a blueprint for the leadership and development of people 52; Understanding the DMA model 54; The elements of DMA 57; Line and support jobs 66; Work levels and processes 68; The DMA model and your organization 70; Summary review 72
- 4 How to develop a healthy organization** 73
Flexible model 73; Pilot probes at Unilever and Tesco 75; Operational accountability (work levels 1–3) 78; Strategic accountability (work levels 4–6) 87; Accountability for governance (work levels 7 and 8) 97; Chapter review 107
- 5 How to stimulate genuine empowerment and innovation** 109
The empowerment illness 110; Span of control 111; What is the cure? 116; What then is empowerment? 122; Innovation and organizational schizophrenia 123; Levels of scientific work 126; Conclusion 135
- 6 Broadbanding: fool's gold** 136
Why broadband? 136; Broadbanding of what? 139; Shortcomings of broadbanding money 141; Critique of reasons for broadbanding 142; The inadequacies of the broadbanding of money 147; Broadbanding of responsibility 149; Summary 154
- 7 The salmon fallacy** 156
The salmon fallacy 156; Sub-optimal talent development 157; Contribution of DMA to leadership development 158; Linking DMA and competencies 159; Development Rubicons 166; The leadership log 169; Summary 173
- 8 Tracking the salmon** 174
Identifying talent 174; Tracking 175; Evidence for career tracks 178; Other critical determinants of tracking 184; DMA and the level playing field 199; Developmental experiences 199; Angling for healthy salmon 202; Summary 204

9 Mobilizing change	205
Resistance to change 206; Commitment at the top 206; The HR function 207; Consultation with line management 209; The communication model 211; Types of organizational change 215; Communication materials 217; Training 220; Lessons learnt 222; Evaluation 227; Summary 229	
10 The future.com	230
The challenge of tomorrow 230; The growth imperative 231; Accountability for growth 232; The impact of the Internet 234; Between a rock and a hard place 235; A jobless world 236; The organization of projects 239; Projects and the DMA model 241; The role of technology 250; Capitalism's lack of accountability 254; Time-in-accountability level – a new approach 255; DMA, the individual and social capital 256; In summary 257	
<i>References</i>	259
<i>Index</i>	268

LIST OF STEPS TO A HEALTHY ORGANIZATION

Step 1	75
Step 2	76
Step 3	77
Step 4	78
Step 5	78
Step 6	107
Step 7	155
Step 8	166
Step 9	172
Step 10	204
Step 11	229