

# WorkStyle Preferences and Positions of People in Organizations PATTERNS<sup>®</sup>



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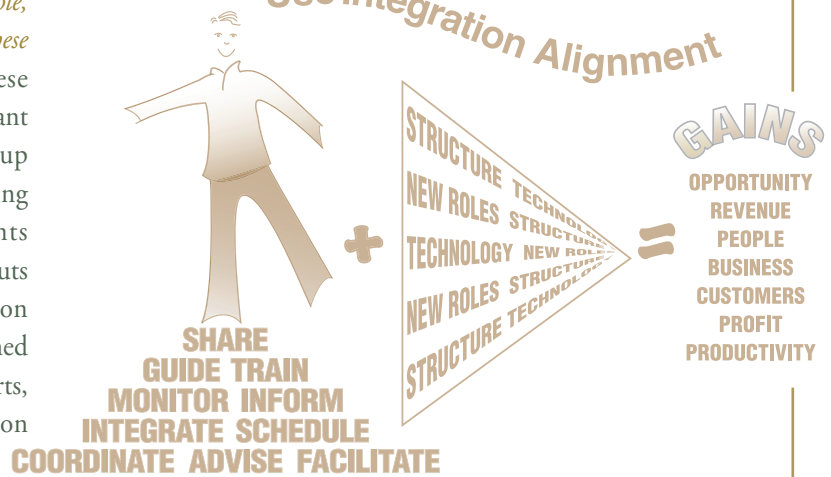
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A McFletcher WorkStyle Patterns<sup>®</sup> (WSP<sup>™</sup>) study group in 2006 of more than 17,238 employed individuals reveals that a mere 4% of respondents prefer to coordinate projects and people, and only 13% actually carry out these integration activities. And, these percentages have remained constant according to a prior study group of 10,662 in 1999. The resulting lack of coordination represents integration misalignment that puts organizations in the “Integration Spin.” And that means diminished productivity, uncoordinated efforts, unanswered questions, frustration and wasted energies.

Stay on top of it !

Use Integration Alignment

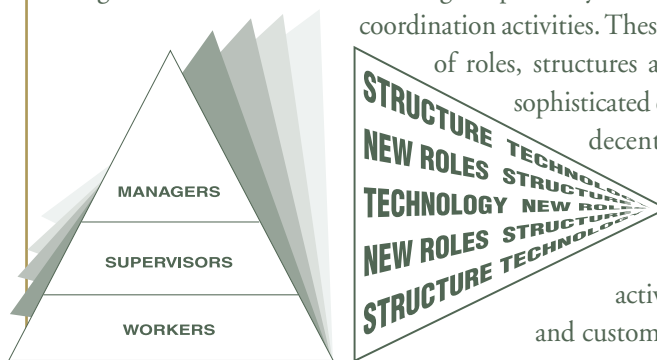


## THE HIERARCHY TIPPED !

The Information Age is driving organizations away from previously defined hierarchical roles that flourished in a centralized work environment. In today’s information-driven workplace, the power-based management-by-command strategies of the Industrial Era are fast becoming extinct. As information is more accessible and technology moves work in uncharted directions, new work structures and systems are emerging ... and new roles. Tip the traditional hierarchy on its side and you will see the evolving workplace – roles requiring a broader mix of skills and flexible employees accomplishing a wide range of activities including project and people coordination. Organizations pulling out of the Integration Spin are redistributing coordination activities across the three traditional roles of worker, supervisor and manager.

## ALTERNATIVE FORMS FOR INTEGRATION ALIGNMENT

Organizations also realize that a single supervisory or managerial role should not carry the full burden of coordination activities. These activities can be accomplished through a variety of roles, structures and systems. New and emerging forms include sophisticated enterprise software programs that track workflow, decentralized locations with smaller business units, and self-directed teams built around processes, product lines or customer requirements. Some organizations also share cross-role activities across a large number of employees, vendors and customers.



ALTERNATIVE ROLES	TECHNOLOGY/SYSTEMS	STRUCTURES
<ul style="list-style-type: none"> <li>■ Facilitator</li> <li>■ Customer Liaison</li> <li>■ Moderator, Ombudsman, Coordinator, Team Lead, Project Lead</li> <li>■ Mirror, Integrator</li> <li>■ Coach, Mentor, Sponsor</li> </ul>	<ul style="list-style-type: none"> <li>■ Call Centers</li> <li>■ Enterprise Software – SAP, Baan, People Soft</li> <li>■ Data/Voice Systems</li> <li>■ Automated Services</li> <li>■ Conferencing Systems, Tele-Video, web based</li> </ul>	<ul style="list-style-type: none"> <li>■ Process Teams/Assignments Projects, Service Teams</li> <li>■ Just-in-Time/Virtual Workplace</li> <li>■ Self-Directed Teams</li> <li>■ Cost/Profit Centers, Business Units</li> <li>■ Skunk Works, BrainTrusts, Forums</li> <li>■ Alliances, Partnering</li> </ul>

over

**Is Your Organization Showing Signs of Integration Alignment?** *Please check*

- Shared vision, mission and goals
- Rapid transfer of information
- Knowledge-based learning environment
- Open systems technology
- Cross-function/process interfaces
- Customer/supplier alliances
- Work sharing and rotational assignments
- One-stop services
- Individual and group creativity
- Person-to-person, group-to-group lateral communications

**Or Is Your Organization in the Integration Spin?**

*Tally your check marks and identify your organization's level of Integration Alignment:*

**7-10** Integration Alignment is at work in your organization.

**4-6** Your organization is making Integration progress.

**0-3** Your organization is in the Integration Spin.

**Consider your alternatives!**

Call, fax or e-mail your request for a complimentary Integration Alignment Checklist — a complete list of alternatives to accomplish project and people coordination in the changing workplace.



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Call, fax, e-mail, or look us up on the web to learn about McFletcher's products and processes which create new ways to integrate projects and people.

**A consultation without obligation is available.**

*Ask for the companion Patterns Briefs!*

The McFletcher Corporation is a pioneer in the concept and practice of Work Alignment and a recognized resource for workforce and workplace trends. The WorkStyle Patterns® Database study referred to in this brief included 17,238 employed individuals from a variety of North American industries and professions.

**We're all in the Integration Spin!**

**If you think it is lonely at the top,**

**try the middle!**

**LOSSES**  
 OPPORTUNITY  
 REVENUE  
 PEOPLE  
 BUSINESS  
 CUSTOMERS  
 PROFIT  
 PRODUCTIVITY

**No one wants to do it...**