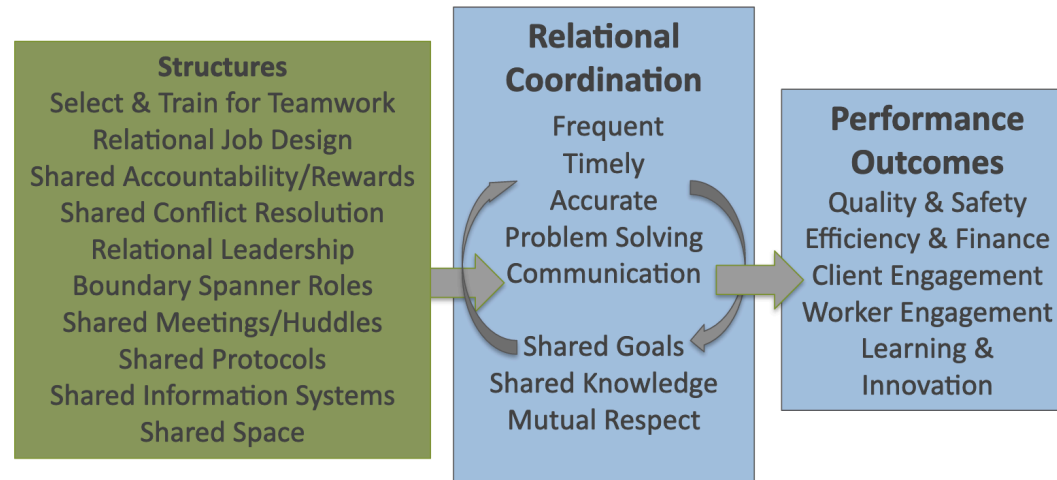




Organizational Structures Assessment Tool - Worksheet

After creating a Relational Map with your Change team, please complete an Organizational Structure Assessment using the template below, inserting the workgroups from your relational map and adding more columns as needed.

Organizational structures that *support* RC



Sample Organizational Structures Assessment Tool (OSAT)

Structures	Nurses	Therapists	Residents	Physicians	Case Managers	Social Workers
Selection for Teamwork						
Training for Teamwork						
Relational Job Design						
Shared Accountability						
Shared Rewards						
Shared Conflict Resolution						
Boundary Spanner Role						
Shared Meetings/Huddles						
Shared Protocols						
Shared Info Systems						

THIS STRUCTURE PROVIDES WEAK SUPPORT FOR THIS ROLE	THIS STRUCTURE PROVIDES MODERATE SUPPORT FOR THIS ROLE	THIS STRUCTURE PROVIDES STRONG SUPPORT FOR THIS ROLE

Organizational Structures Assessment Tool (OSAT)

Structures	Role 1	Role 2	Role 3	Role 4	Role 5	Role 6
Selection for Teamwork						
Training for Teamwork						
Relational Job Design						
Shared Accountability						
Shared Rewards						
Shared Conflict Resolution						
Boundary Spanner Role						
Shared Meetings/ Huddles						
Shared Protocols						
Shared Info Systems						

THIS STRUCTURE PROVIDES WEAK SUPPORT FOR THIS ROLE	THIS STRUCTURE PROVIDES MODERATE SUPPORT FOR THIS ROLE	THIS STRUCTURE PROVIDES STRONG SUPPORT FOR THIS ROLE

With your team:

- Place the roles from your relational map across the top of the matrix.
- Structures are shown in the left-hand column. Ask “how well each role is supported by each structure?”
 - STRUCTURE PROVIDES WEAK SUPPORT FOR RC = RED
 - STRUCTURE PROVIDES MODERATE SUPPORT FOR RC = BLUE
 - STRUCTURE PROVIDES STRONG SUPPORT FOR RC = GREEN

Ask the following questions:

- Are people in this role **selected** for their ability to engage in teamwork with other roles in this work process?
- Are people in this role **trained** to engage in teamwork with other roles in this work process?
- Do people in this role have a **job design** that includes coordination responsibilities with other roles in this work process?
- Do people in this role have **shared accountability** for patient outcomes, together with other roles in this work process, or are they only accountable for their own tasks and outcomes?
- Do people in this role have **shared rewards** (monetary or recognition) for patient outcomes, together with other roles in this work process?
- Do people in this role have access to a **shared conflict resolution** process when there are conflicts with other roles?
- Do people in this role have **leaders who work to build relationships** between them and the other roles involved in this work process?

- Do people in this role have a **boundary spanner** (case manager for example) between themselves and other roles, to help coordinate their work?
- Do people in this role have **shared meetings or huddles** with other roles, to help coordinate their work?
- Do people in this role have **shared protocols** (care pathways, checklists, etc.) with other roles, to help coordinate their work?
- Do people in this role have **shared information systems** with other roles, to help coordinate their work?
- Do people in this role have **shared space** (physical, virtual) with other roles, to help coordinate their work?

2) When the matrix is complete, ask: Where do you see the biggest potential for your organization to invest in these structures?