



## **Changing the way we work**

### *Organisational Forms*

#### **Commentary**

As companies become more globally dispersed and the traditional rigid hierarchies disappear, something more fluid and slippery is emerging.

#### **Lars Kollnd**

I think Oticon is more than ever a spaghetti organisation and to me spaghetti means something like the way the brain works. There are certain meatballs or there are certain expertise centres but among all of that is a lot of spaghetti and that's the relations.

#### **Alan Evans**

When we try and put organisation charts together it's virtually impossible because there's a complex web of relationships between and within the different business units that we operate under.

#### **Prof Charles Handy**

And that looks untidy, now organisations don't like untidiness, they think it's inefficient, I actually say it may be inefficient but it's very effective, because creativity comes out of chaos, it doesn't come out of tidiness.

#### **Commentary**

Individuals are linked up in ever-changing combinations to cater the market at that moment. The ephemeral project teams that arise are sometimes referred to as virtual teams.

#### **John Holland**

A virtual team, erm...

#### **Cathy Mccaul**

It means that you're pulling your peers together from all parts of the business.

#### **John Holland**

You get people from different nationalities, erm different different disciplines.

#### **Alan Evans**

The right people come together at the right time.

#### **John Holland**

And the only reason those people do come together is because of that particular project, and once that project is completed, they will go off and do other work.

#### **Commentary**

So, virtual teams use technology to link up experts around the globe, and in the future, the experts needn't even belong to the same company. The boundaries are becoming less defined, and organisations are working together rather than against each other - in partnership with suppliers, customers, and outsourcing agencies.

#### **Tina Mason**

When I came to Dutton I came to look after the payroll and the company books amongst other things, and you'd be pleased to know, I've outsourced both of those, and it's being done more cost effectively than I could do with my own time. If you take the payroll, I get my payroll done for quid a month, I think that's an absolute bargain!

**Commentary**

Organisations like Oticon are even opening their doors to potential competitors in the search for greater knowledge.

**Claus Elberling**

We have simply turned the er product into a research version - we call it a jump one - and we have offered this as a research tool to a series of international hearing research institutions, and we benefit a lot from the knowledge created in that network because we have access to it.