

Matrix of Working Relationships

Providing context for organisational interventions

INTRODUCTION

Based on extensive research, the Matrix of Working Relationships (MWR) is one of the most comprehensive and useful models of organisational behaviour and dynamics currently available. It looks at enterprises, their people and their strategies and provides an integrated framework or context for:

- understanding organisational functioning,
- addressing vital business issues and organisational and HR interventions, and
- allows for a common understanding of organisational complexity between diverse stakeholders.

BioSS SA is proud to be part of the international network making these powerful technologies accessible to organisations that are focussed upon sustaining and enhancing their competitiveness into the 21st century.

THE MODEL: A CENTRAL CONCEPT

1	Q	Service					
2	Q	S	Practice				
3	Q	S	P	Strategic Development			
4	Q	S	P	SD	Strategic Intent		
5	Q	S	P	SD	SI	Corporate Citizenship	
6	Q	S	P	SD	SI	CC	Corporate Prescience
7	Q	S	P	SD	SI	CC	CP

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The MWR model, also known as Levels of Work, provides a sound theoretical foundation for the design of work profiles and required organisational structure, and therefore, a sound basis for organisational development.

It identifies seven levels of work, differentiated on the basis of complexity and time-span of decision-making.

No level is more important than another and each level has a specific value-adding theme which provides a unique contribution to the flow of work within organisations by:

- doing work that is completely different,
- making provision for reporting levels to do the same,
- and signalling these aspects to the outside world.

At levels 1 – 3, Quality, Service and Practice deal with the *operational* functioning of any business, focussing on adding value for the present where results become apparent within a time horizon of less than two years. At levels 4 and 5, Strategic Development and Strategic Intent deal with *organisational* function, setting out strategic intent and developing this intent into practical operational objectives where time horizons can stretch up to ten years. At levels 6 and 7, Corporate Citizenship and Corporate Prescience deal with long term *strategic* functioning and sustained viability of organisations for future generations with time frames exceeding 25 years.

APPLICATION OF THE MODEL

The MWR Model offers a framework or a context within which many of the challenges facing organisations - remuneration, performance management, career and succession planning, change management and general competitiveness - can be coherently and effectively addressed. It provides a sophisticated generic framework for organisational diagnostics and the guidance of interventions which otherwise might fail or simply fade away.

Within this context, technologies have been developed to address both structural and human resource aspects of organisations and can be categorised as follows:

Structural Aspects

- **Work Theme Audits** – levels of work being done or required for the organisation to function optimally within its context.
- **Organisational effectiveness** – overlapping levels, missing or compressed levels, restructuring, role clarity.
- **Strategic organisational positioning** – for optimal functioning within organisational complexity.
- **The Tripod of Work** – dealing with the way in which people are tasked, tended and trusted.
- **Broad Based Succession Planning** – integrating people and organisational requirements within the

framework of the Employment Equity Act.

Human Resource Aspects

- **Career Path Appreciation (CPA) and Initial Recruitment Interview Schedule (IRIS)** – used to determine present and future individual capability and potential.
- **Career and Transition Management** – assisting individuals to understand their own evolving capabilities and the implications these have on their careers.
- **Team effectiveness** – ensuring optimal functioning of work and teams within the context of required outputs.
- **Competency Modelling** – within frameworks of levels of complexity for industry, organisation, level or job.
- Executive **mentoring and coaching**.

ORGANISATIONAL AND CAPABILITY MAPPING®

Merging structural and human resource aspects through a process called **Organisational Mapping®** results in a comprehensive and visual “snapshot” which provides a powerful tool for fine tuning or restructuring organisations and mapping its talent pool, enhancing bottom lines and competitiveness.

The buy-in of Senior Management is essential in any MWR intervention. Once an organisation has taken the initial step to embark on a MWR-related intervention or project, two options become available:

- utilise Bioss SA’s extensive wide network of qualified and competent practitioners, or
- train in-house staff to various levels of accreditation with Bioss SA to conduct project work.

MWR TRAINING

BIOSS SA offers a 2-day MWR Analyst (entry level) training course and a 3-day MWR OD Practitioner (advanced) training course enabling delegates to apply MWR theory to:

- Organisational design, restructuring and strategic positioning
- Identification of ineffective line communication due to missing or superfluous levels
- Job profiling as a basis for job evaluation system and remuneration practices
- The development of competencies at different levels of the organisation
- The design or revision of performance management systems by differentiating core and discretionary space in individual work
- Creating personalised individual development plans

Whilst the content of the training is customised to meet the unique needs of the organisation, the core elements of the course cover:

- MWR theory
- Job profiling principles and application
- Competency development
- Organisation development principles and application
- Organisational mapping and report-writing

Accreditation and licensing as a MWR Practitioner is contingent upon delegates completing a full theoretical training course plus demonstrating competence in set practical projects after the initial training. Projects include, for example, submitting a set number of job profiles, or submitting an Organisational Development project.

Who would benefit from training as a MWR Practitioner?

- Individuals with at least 1 years working experience within an HR-related field and who are currently comfortable in either Service or Practice
- Organisational development practitioners
- Training specialists
- Change agents
- Trained CPA and IRIS Practitioners

MWR ANALYST AND OD PRACTITIONER ACCREDITATION TRAINING

Training is offered in-house (internationally) with a minimum of 5 delegates, and as public courses in Johannesburg. Dates, prices and online registration for public courses on the Bioss website www.bioss.co.za, or contact the Johannesburg office on

+27 11 450-2434

Potential practitioners must meet training requirements and need to be accredited and to practice within organisations. Competence and standards are continuously and rigorously monitored.