



During the course of many years of working with the MWR (Matrix of Working Relationships) model of work complexity, we are often asked: *“How do we implement it? How do we turn the thinking into practice?”*

Not surprisingly, there are no simple answers to this question.

At the most basic ‘level’, MWR is a theory and philosophy that guides effective and sustainable positioning of the organisation within the business environment. This means that it can be used to determine the appropriate discretion of organisational roles, given the current and predicted business environment, ensuring that the organisation is “in flow” with the challenges of its’ business environment.

The use of MWR, however, extends beyond its basic application. It has also been used as a powerful and parallel system supporting organisational development in the following ways:

1. Diagnosing current work complexity vs required work complexity and identifying gaps (Work Theme Audit)
2. Building a common organisational language for understanding differentiated decision-making at different reporting levels, allowing individuals to focus their efforts on the main theme of their work.
3. Restructuring roles/organisations for greater current or future effectiveness
4. Understanding the contribution that “individual flow” makes to organisational effectiveness
5. Ensuring performance goals are specified for the correct level of work complexity
6. Positioning change management interventions for optimal effectiveness
7. Serving as a basis for grading of job profiles

In summary, the MWR model is a way of thinking about work from a complexity perspective. It informs our approach to organisational design, change management, effective role structure, matching individuals to roles, and optimising performance.

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