

# MWR AUDIT

## Matrix of Working Relationships

*MWR Work Audit – a means of determining the current Level of Work, as well as the Level of Work required for organisational effectiveness.*

The Matrix of Working Relationships (MWR) model provides a sound theoretical foundation that may be used to diagnose organisational effectiveness. The MWR model has been comprehensively researched and validated and is used by many organisations world-wide, large and small.

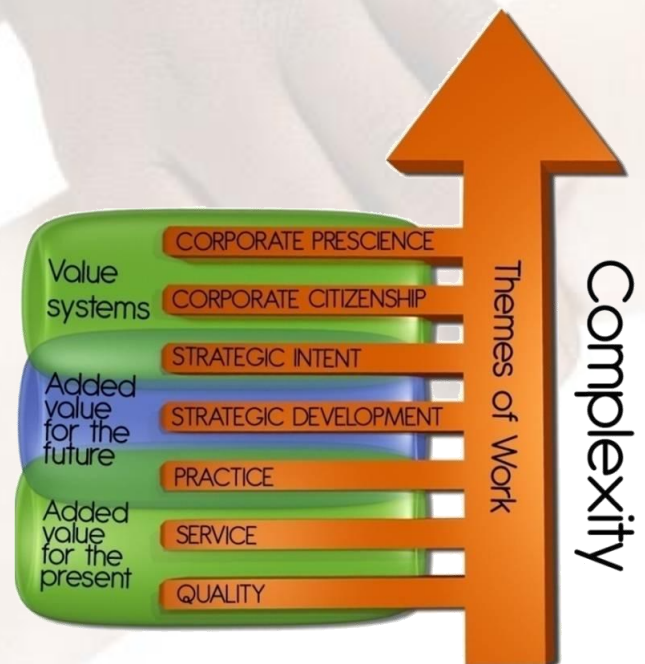
The MWR model identifies seven themes of work, differentiated on the basis of **complexity** and **time-span of decision-making**. No theme is more important than another and people working within each theme add value and provide a unique contribution to the flow of work within organisations by:

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

**Quality, Service** and **Practice** are considered the production engines of the organisation and are about creating and adding value for the present with time horizons of decision making spanning less than two years.

**Strategic Development** and **Strategic Intent** are about adding value for the future viability of the organisation, setting strategic intent and developing practical operational objectives with time horizon that may reach ten years.

**Corporate Citizenship** and **Corporate Prescience** are about value systems that ensure global positioning and transformation of corporate entities and industries for sustained future viability where time horizons may exceed 25 years.



### MWR AUDIT

A typical MWR Audit process would consist of:

- ▶ Identify the sample of jobs to be audited: identify unique positions / job clusters
- ▶ Information gathering: identify employees (incumbents and their managers) to participate in profiling interviews
- ▶ Conduct MWR individual/group interviews: 3-4 hour structured-interview sessions per job / job cluster selected
- ▶ Report on Current Work levels and recommendations for effectiveness.

The BIOS S MWR Audit enables the organisation to:

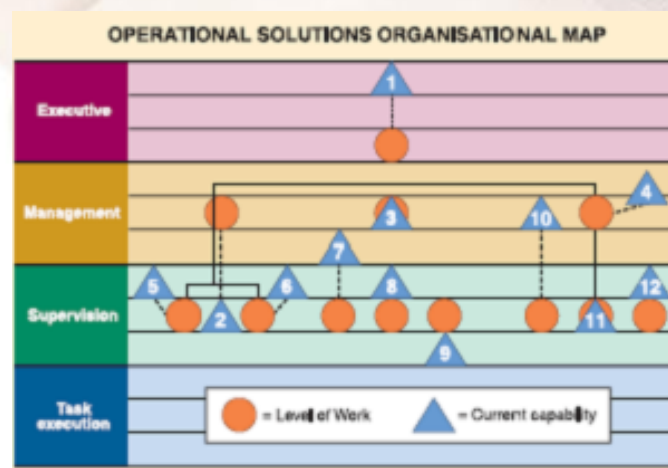
- ▶ Describe the actual Work Levels taking place.
- ▶ Understand Organisational and/or individual factors influencing actual Work Levels.
- ▶ Identify gaps between the actual and the required Work Levels.
- ▶ Diagnose structural deficits, such as overcrowding, overlap, or gaps in the structure of the organisation, in terms of work complexity.
- ▶ Benchmark the organisation with similar organisations.
- ▶ Match individual employees' capability (using IRIS/CPA) to the work complexity requirements of jobs.

### ORGANISATIONAL AND CAPABILITY MAPPING<sup>®</sup>

When MWR Audits are carried out alongside Capability Interventions (for example using IRIS/CPA), merging structural and human resource aspects through a process called **Organisational Mapping<sup>®</sup>** results in a comprehensive and visual "snapshot" which provides a powerful tool for fine tuning or structuring organisations and mapping its talent pool, enhancing bottom lines and competitiveness.

The buy-in of Senior Management is *sine qua non* of 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.



**Contact us for further information about MWR Auditing  
and how it can be used within your organisation.**