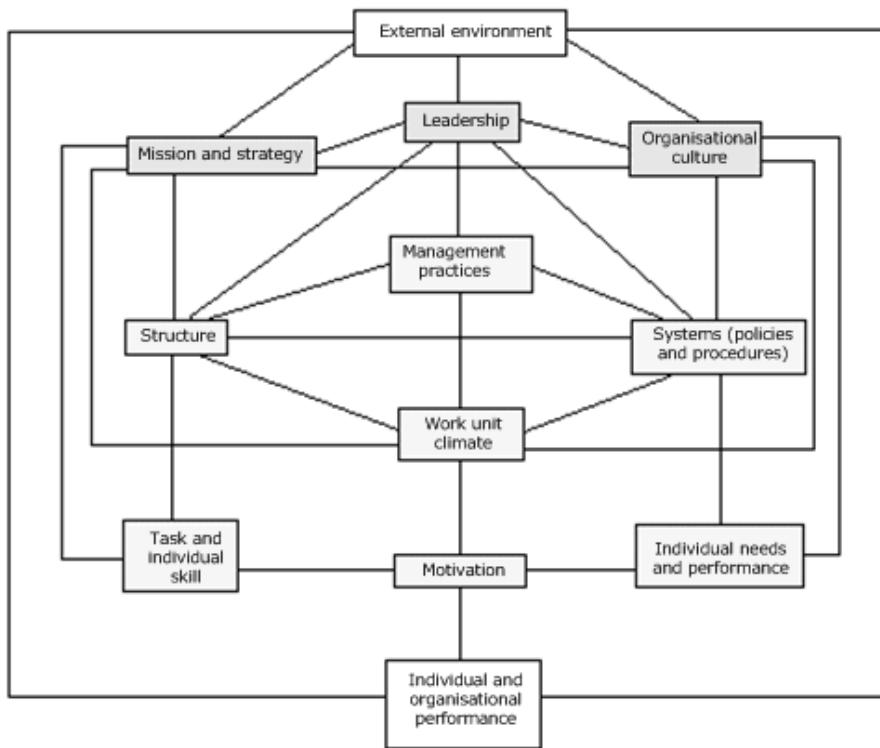


Organization Design

Organisational Change and the Burke Litwin model



'The Burke-Litwin model of an organisation shows the various drivers of change and ranks them in terms of importance. The model is expressed diagrammatically, with the most important factors featuring at the top. The lower layers become gradually less important. The model argues that all of the factors are integrated (to greater or lesser degrees). Therefore, a change in one will eventually affect all other factors.'

Burke-Litwin believe environmental factors to be the most important driver for change. Indeed, most change can be traced back to external drivers for change.

Important elements of organisational success, such as mission and strategy, leadership and organisational culture, are often impacted by changes that originate outside the organisation. It is your job to understand these external changes and identify the implications for you and your team.¹ Do this by asking a range of stakeholders the following questions in relation to each of the elements of the model.

1. **External Environment** What are the key external drivers? How are these likely to impact on the organisation? Does the organisation recognize these?

¹ Burke-Litwin: Understanding Drivers for Change, retrieved from http://www.exeter.ac.uk/media/universityofexeter/humanresources/documents/learningdevelopment/understanding_drivers_for_change.pdf January 2014.

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2. **Mission and Strategy** What do top management see as the organisation's mission and strategy? Is there a clear vision and mission statement? What are employees' perceptions of these?
3. **Leadership** Who provides overall direction for the organisation? Who are the role models? What is the style of leadership? What are the perspectives of employees?
4. **Organisational Culture** What are the overt and covert rules, values, customs and principles that guide organisational behaviour?
5. **Structure** How are functions and people arranged in specific areas and levels of responsibility? What are the key decision-making, communication and control relationships?
6. **Systems** What are the organisation's policies and procedures, including systems for reward and performance appraisal, management information, HR and resource planning, etc?
7. **Management Practices** How do managers use human and material resources to carry out the organisation's strategy? What is their style of management and how do they relate to subordinates?
8. **Work Unit Climate** What are the collective impressions, expectations and feelings of staff? What is the nature of relationship with work unit colleagues and those in other work units?
9. **Task and Individual Skills** What are the task requirements and individual skills/abilities/knowledge needed for task effectiveness? How appropriate is the organisation's "job-person" match?
10. **Individual Needs and Values** What do staff value in their work? What are the psychological factors that would enrich their jobs and increase job satisfaction?
11. **Motivation** Do staff feel motivated to take the action necessary to achieve the organisation's strategy? Of factors 1-10, which seem to be impacting most on motivation?
12. **Individual and Organisational Performance** What is the level of performance in terms of productivity, customer satisfaction, quality, etc? Which factors are critical for motivation and therefore performance?