

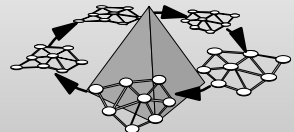
GroupOrga - Participative and Distributed Organization Design for Office Information and Workflow Management System

**Collaborative Organization Design: A Synergy of
Groupware and Web-based Infrastructures and
Technology**

Dipl.-Wirt. Inform. Marcus Ott

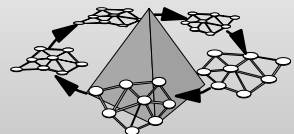
Dipl. Inform. Carsten Huth

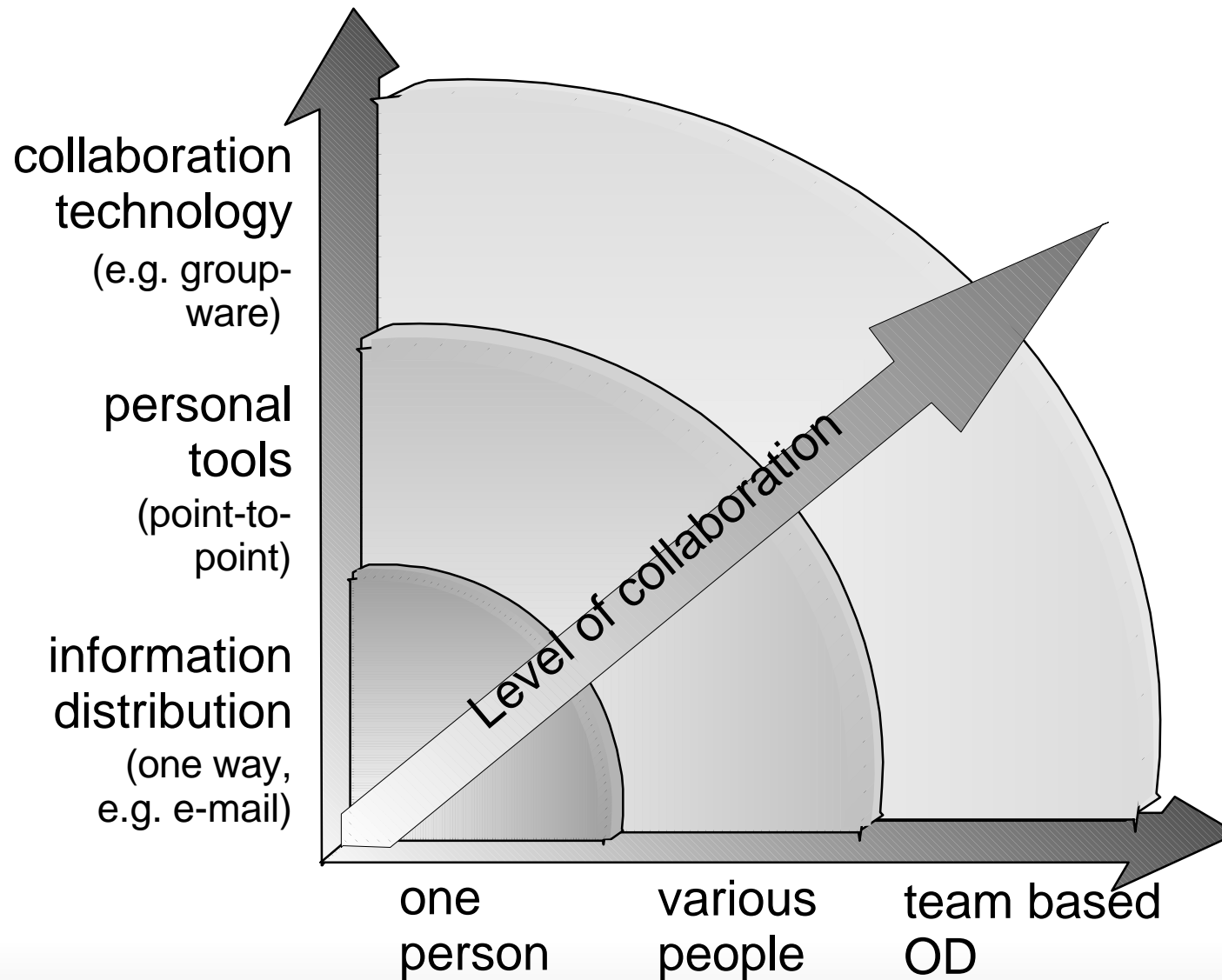
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Goals of this presentation

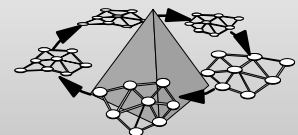
- define collaboration in an organization design context
- position the current workflow management discussion in a larger organizational context
- give information and suggestions in dealing with Organization Design (OD)
- motivate to understand OD as an active design approach of every organization member instead of it being a passive reaction to environmental changes



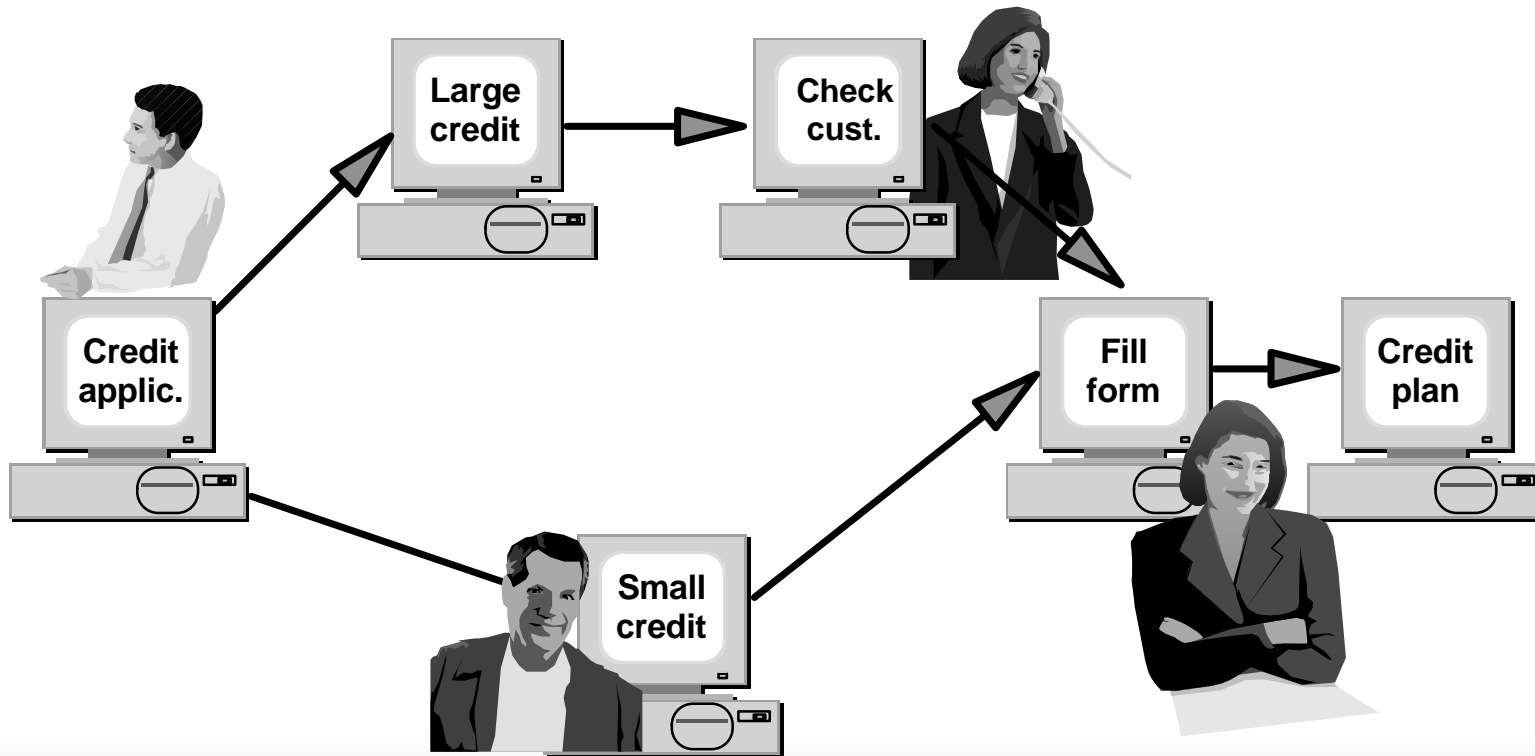


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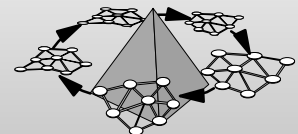
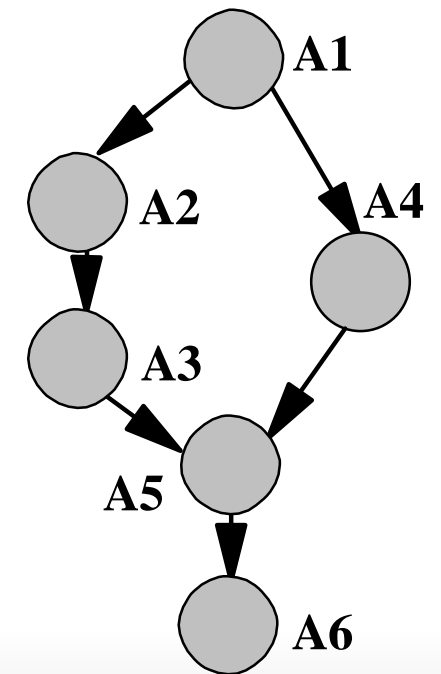
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Control of Business processes: Workflow Management Systems (WfMS)

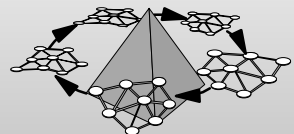


Workflow Model

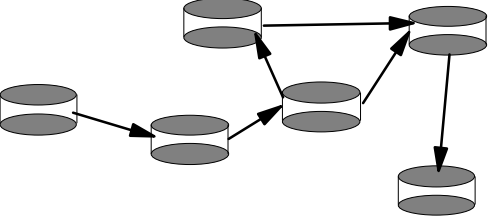
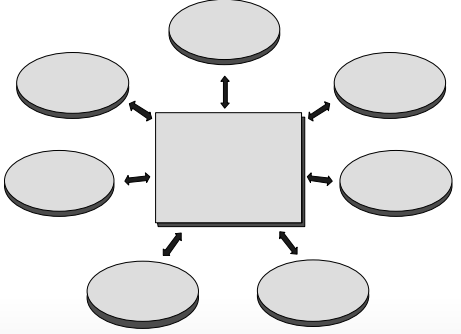
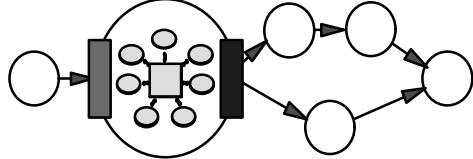
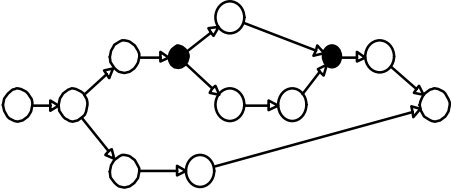


WfM: What does it focus on and where does this technology (try to) help?

- Focuses at time factor
- Aims at flexibility of business processes in order to get away from the "standard processes"
- Analysis and control of business processes carried out in division of labour
- Widely accepted aims:
 - improve the quality of the results of business processes
 - drastically reduce the turnaround time of processes
 - provide effective electronic dokument-management with archiving
 - allow to get status information about current processes
 - all in all: more effectiveness for office processes



Workflow Continuum

Ad-hoc-Workflow	Task-Force	Semi-structured	Standard-Workflow
E-Mail based	Not predefined workflow	e.g. open teamwork within highly structured workflow	well structured workflow
<p>"store-and-forward"-system to agents</p> 	<p>common data, single steps of agents</p> 	<p>combination of predefined task and open, flexible team</p> 	<p>general definition of "next agent"</p> 


flexible, changeable, nonrecurring
predefined, structured, recurrent

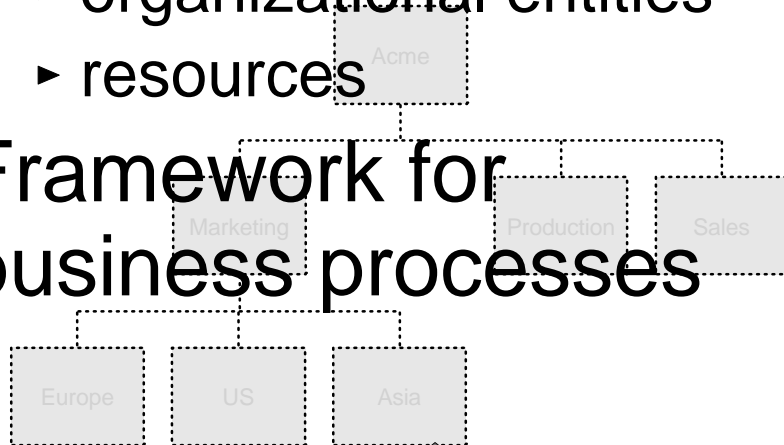
Elements of Organization Design

Structure

Static organization

- ▶ organizational entities
- ▶ resources

Framework for business processes



Process oriented organization design

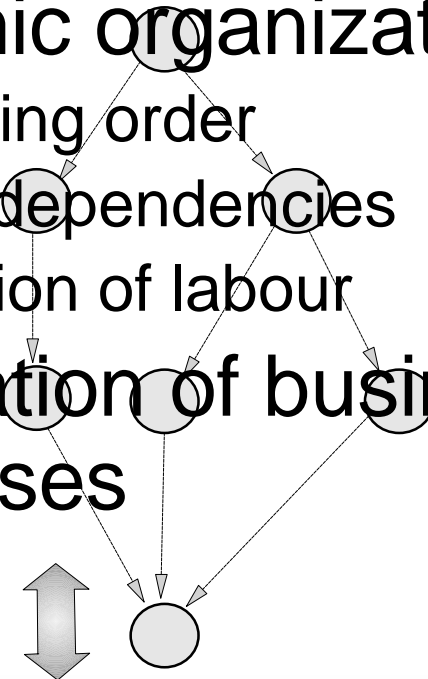
appropriate design of work in an organization

Processes

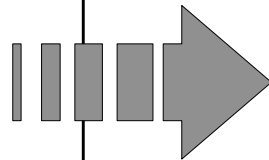
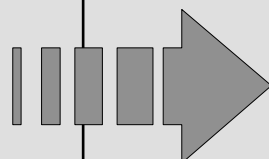
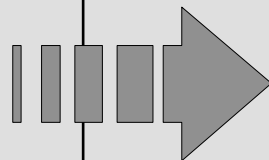
Dynamic organization

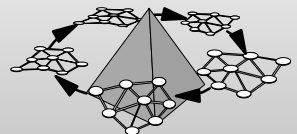
- ▶ working order
- ▶ interdependencies
- ▶ division of labour

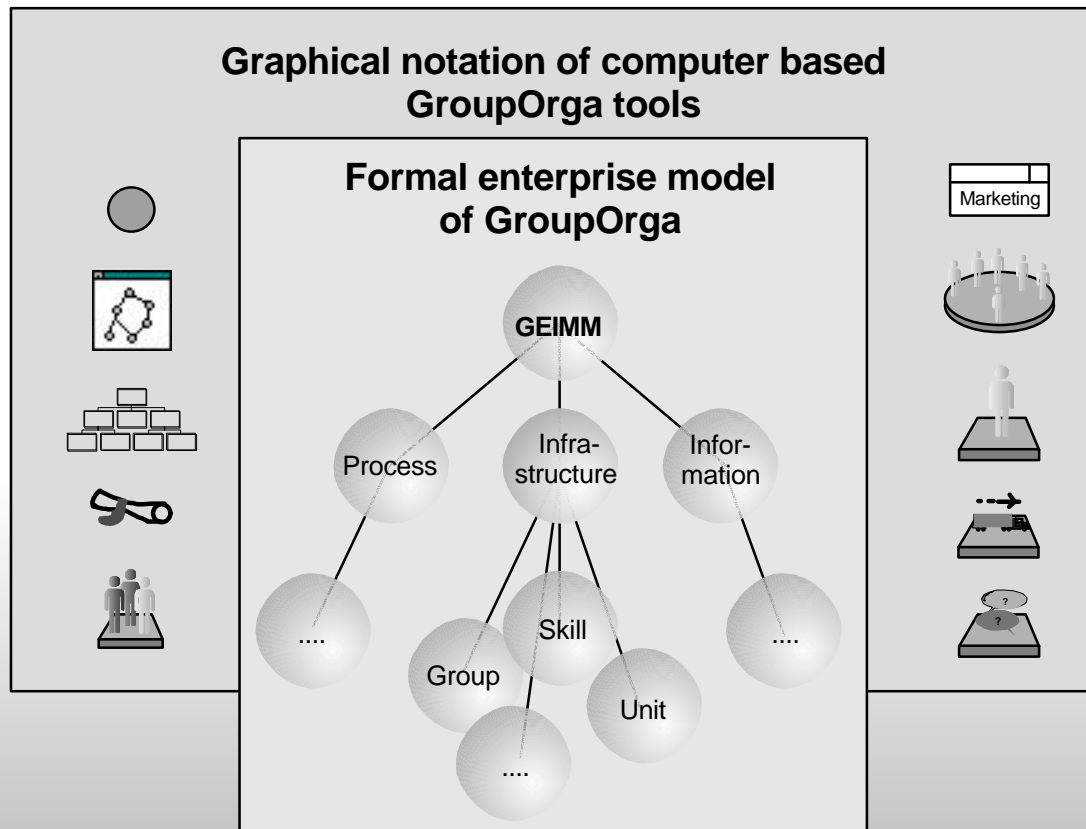
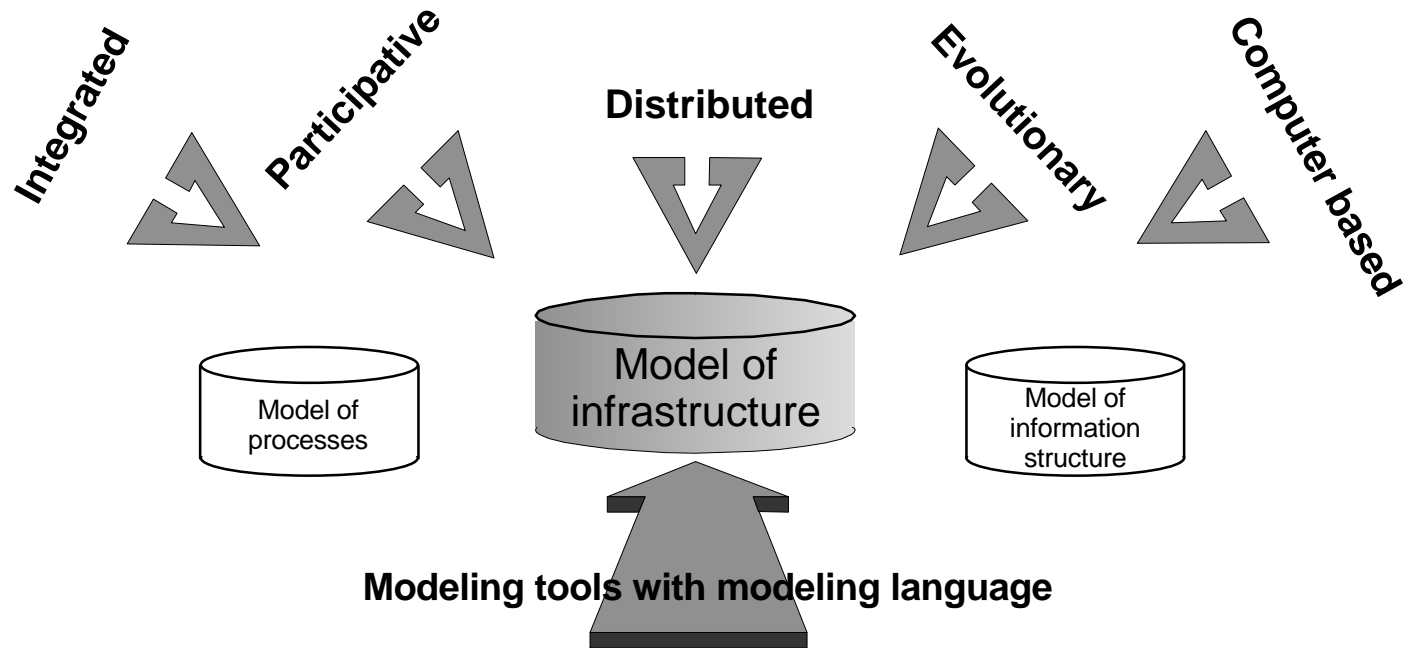
Regulation of business processes



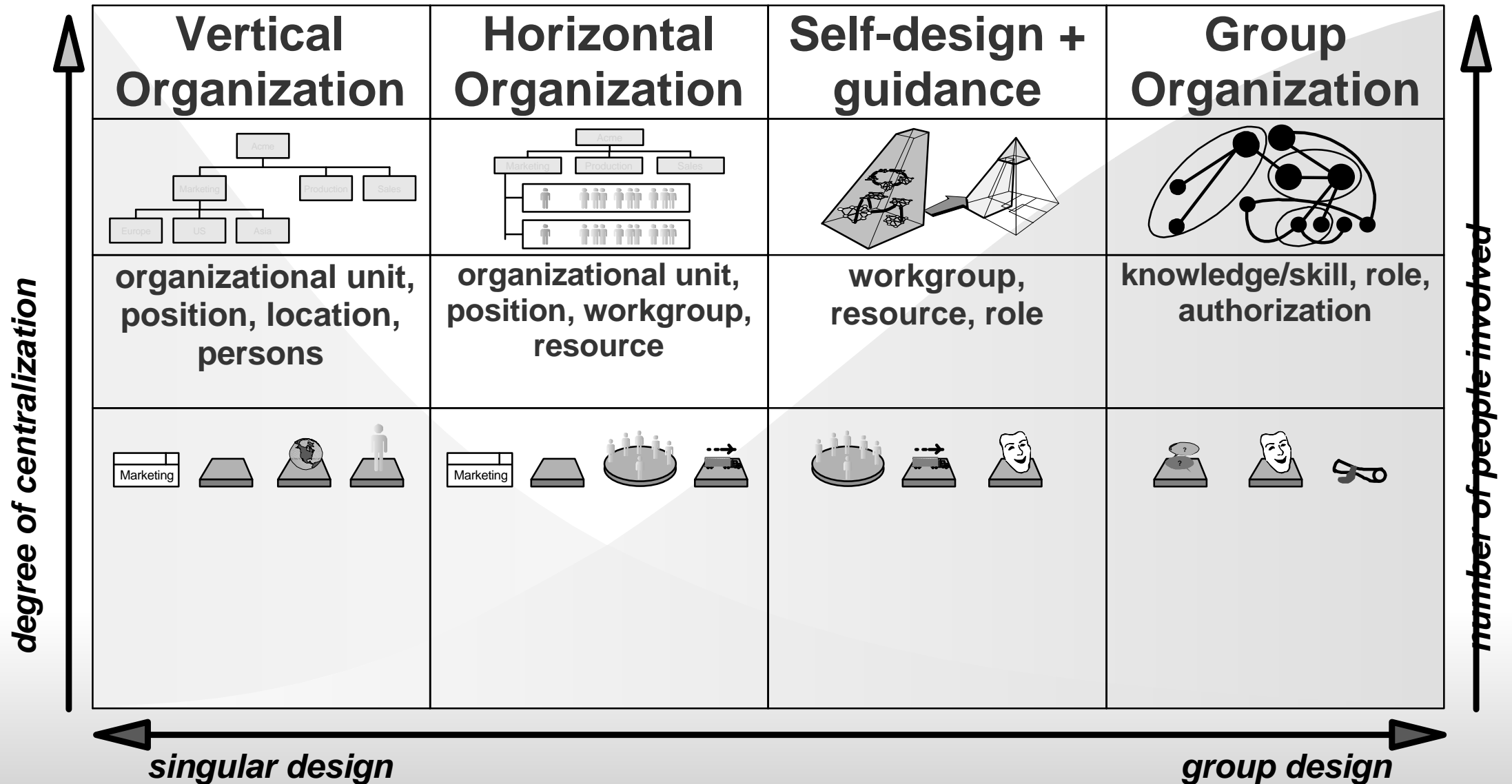
Goals of GroupOrga

Business processes in Workflow and Office applications	hard coded workflow applications		Modifyable descriptions, even ad-hoc modifications
Definition of organization structure for WfM and office systems	Predefined at implementation time		Independently modeled, distributed and participative
Adaptation of processes to organizational framework	Static		Dynamic

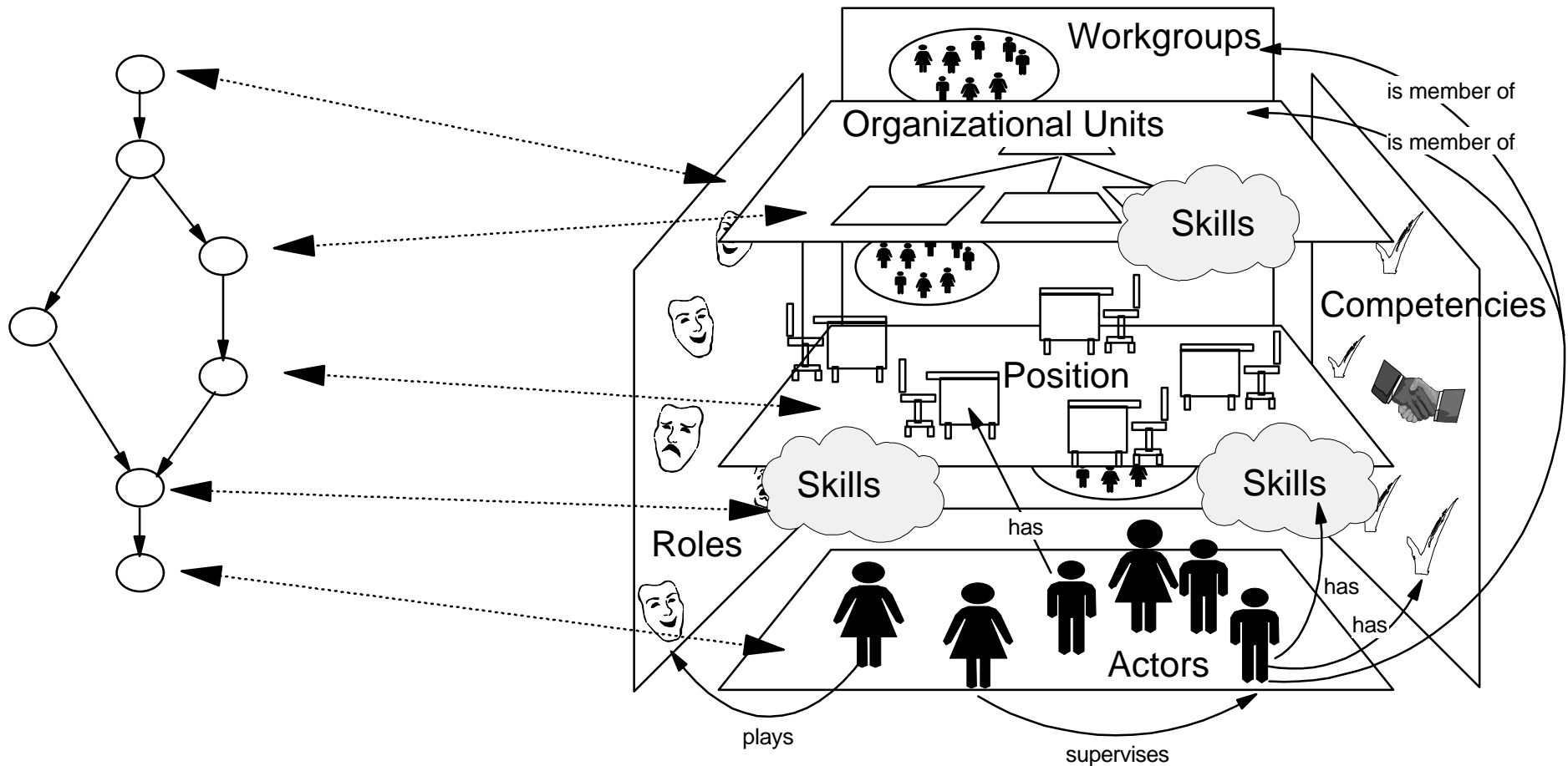




Organization Design Continuum



Multidimensional infrastructure model



**Organizational Processes
(Workflow Modelling)**

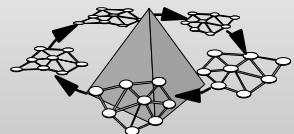
References

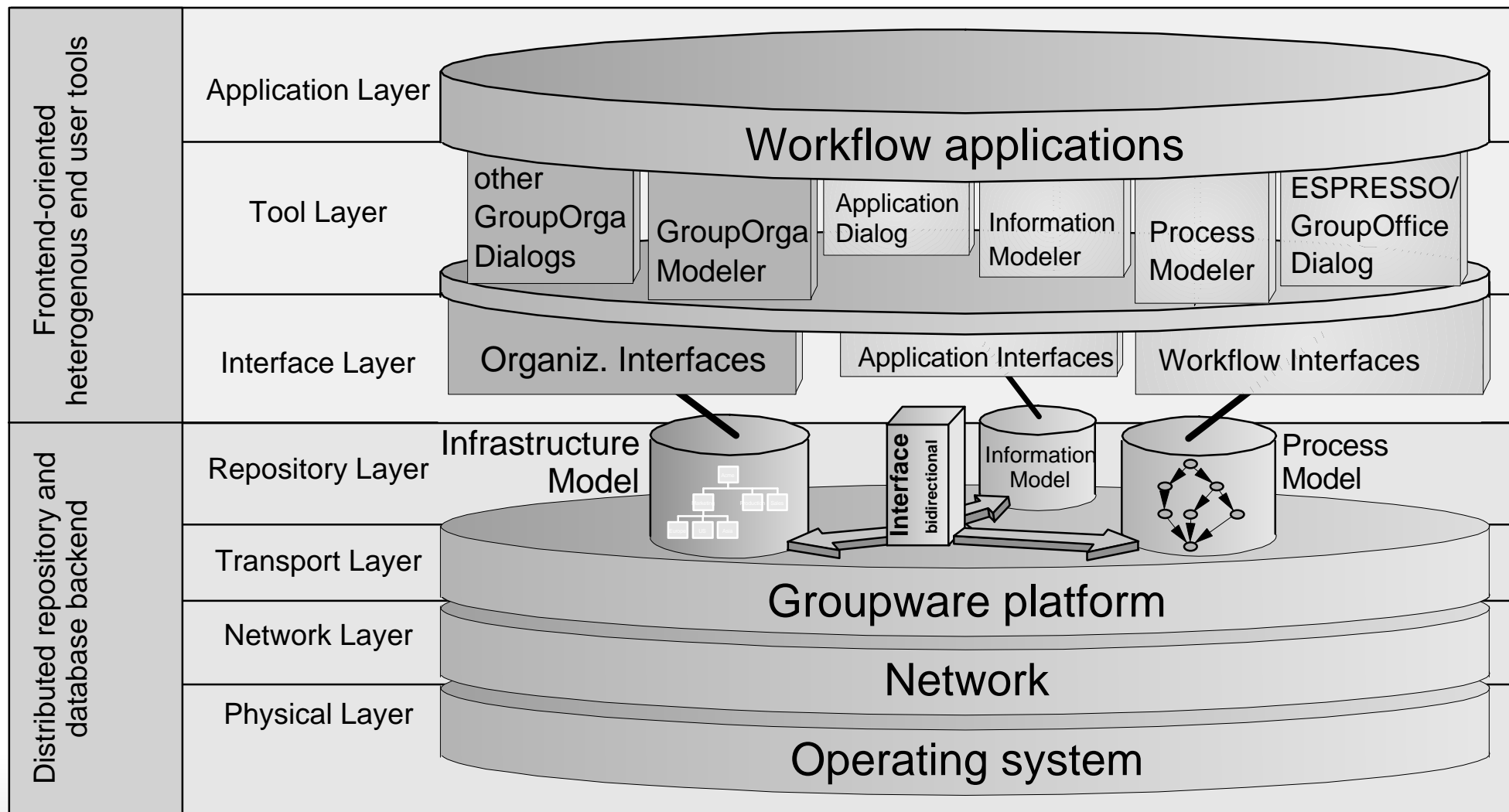
**Organizational Infrastructure
(Organization Modelling)**



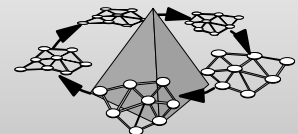
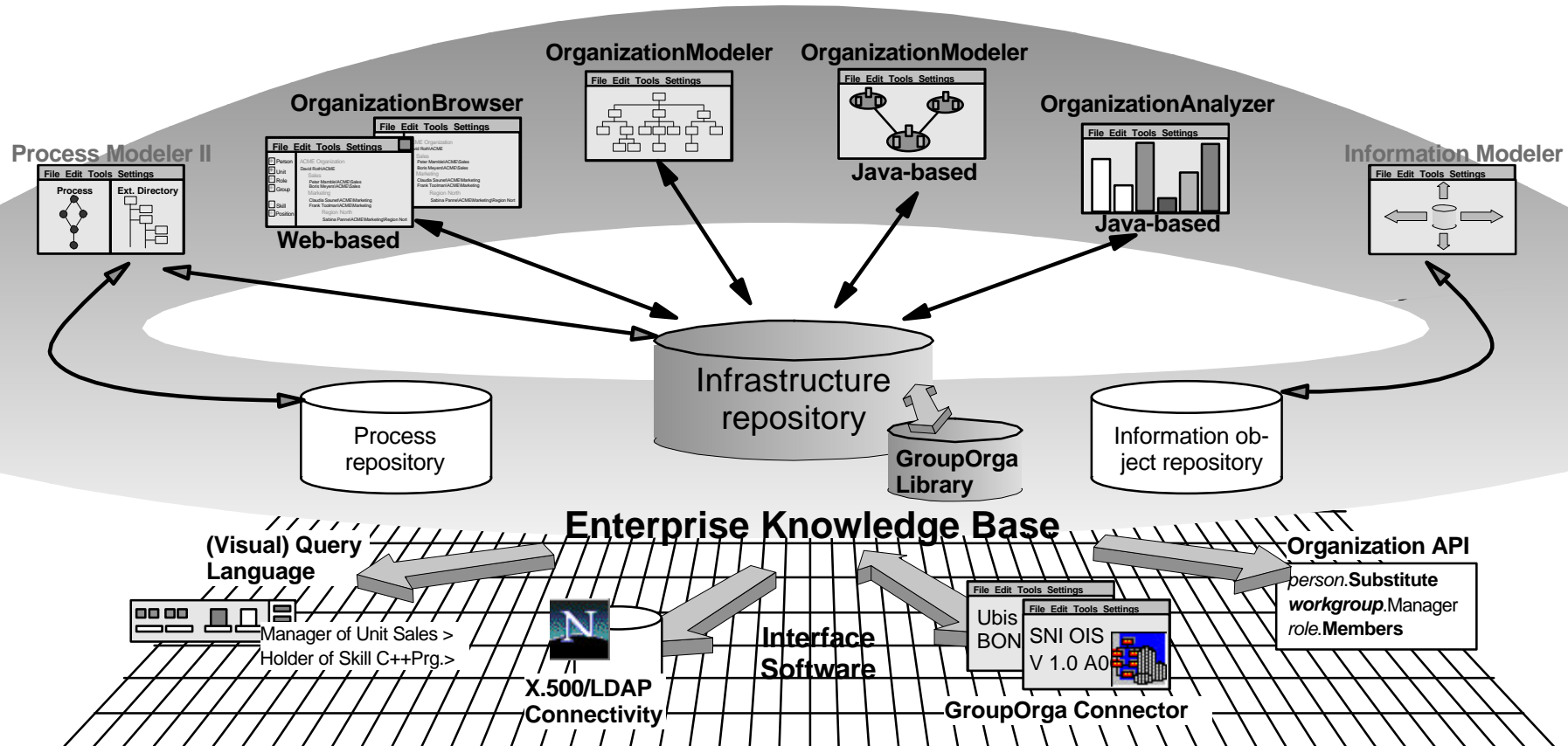
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Tools of the GroupOrga System



Continuum of user types of organization modelling tools

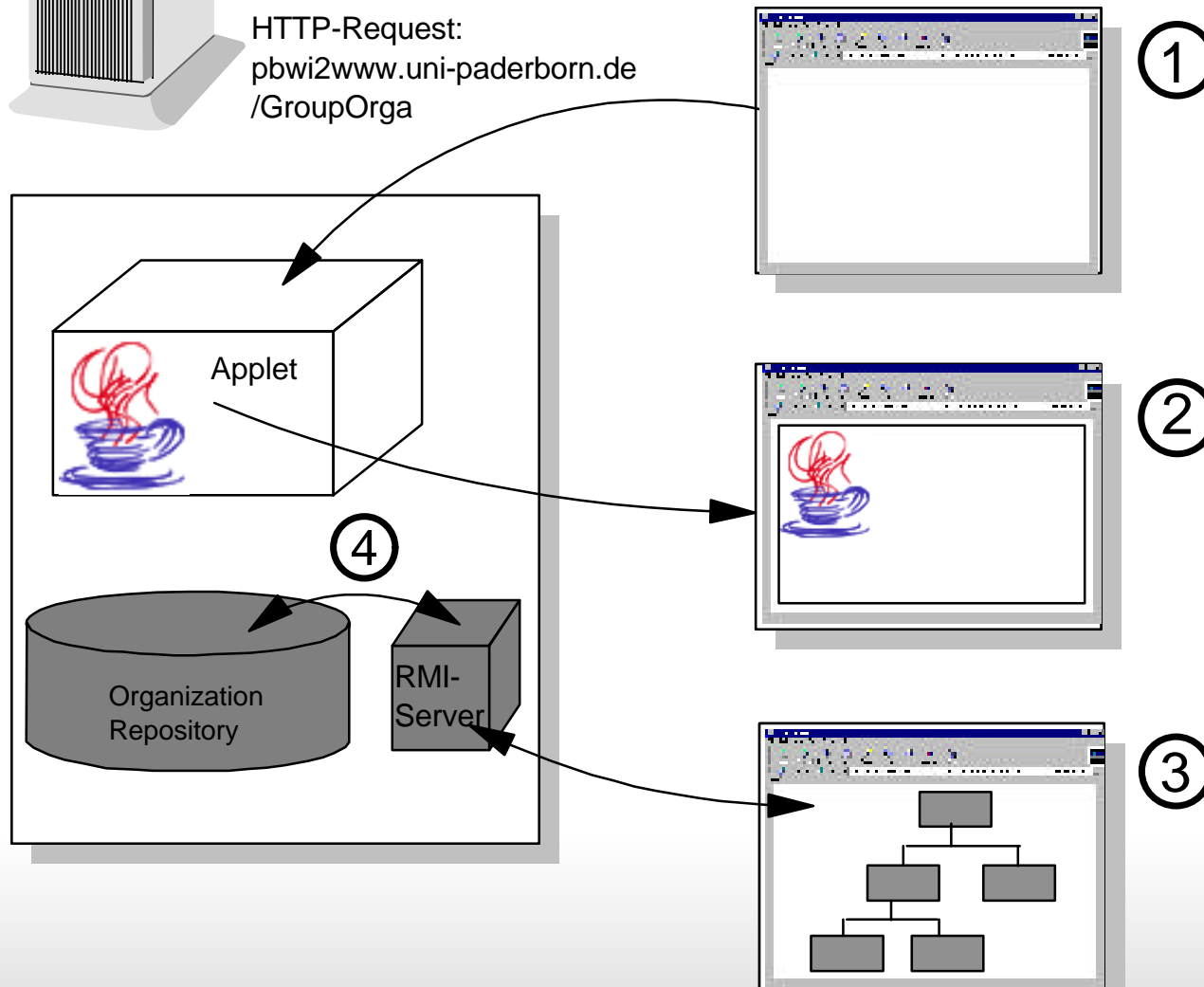
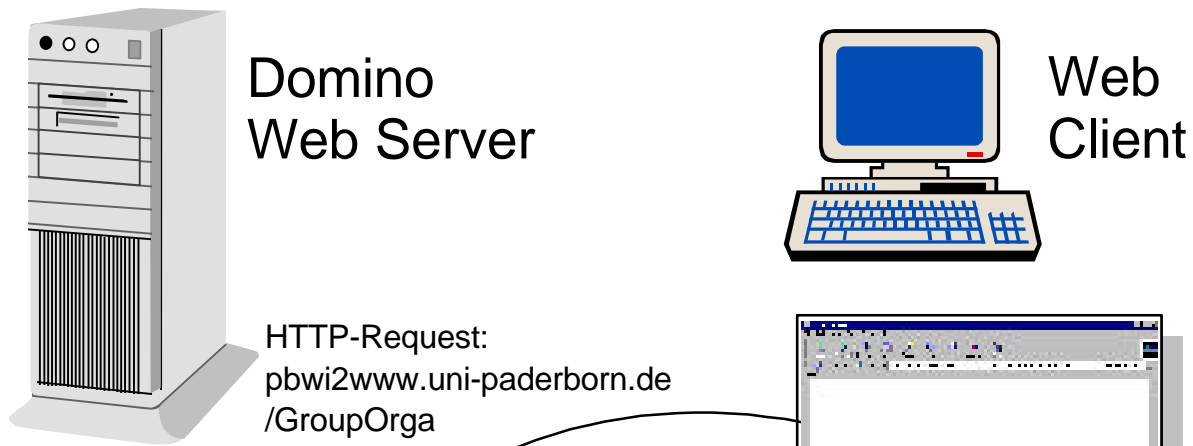
	Read access only	Administration of one's own data	Occasional adaptations	Regular changes	Intensive changes
Type and intensity of use	"Push-button" information needs	Administration of one's own organizational data	Occasional changes or adaptations of organizational structure within a unit	Regular departmental design and planning across units	Regular design from scratch, planning, analysis, reporting
Management-level	Independent of management-level	Without management tasks	Lower level management	Tactical management	Strategic Management
User type	End-user ←————→ Administrator				
Relative share of employees of an Enterprise	High				Very low
Intensity of use	Low				High
Frequency of use	Low				Low

Varying demands of user types

	Read access only	Administration of one's own data	Occasional adaptations	Regular changes	Intensive changes
Amount of functionality	Low				High
Access rights	Low				High
Setup time and costs	Low				High
Costs of maintenance	Low				High
Platform independence	High				Low
Time to get acquainted to	Low				High

Technologies to support the specific needs of different user types

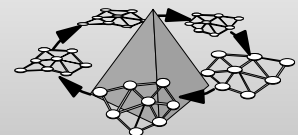
	Read access only	Administration of one's own data	Occasional adaptations	Regular changes	Intensive changes
Technology	Java & Web ← →	Groupware & Java		Standalone Tool with interoperability	
Platform strategy	Platform independent			Platform specific, possibly available for a small number of different platforms	
Distributed information system	Internet/ Extranet	Intranet			



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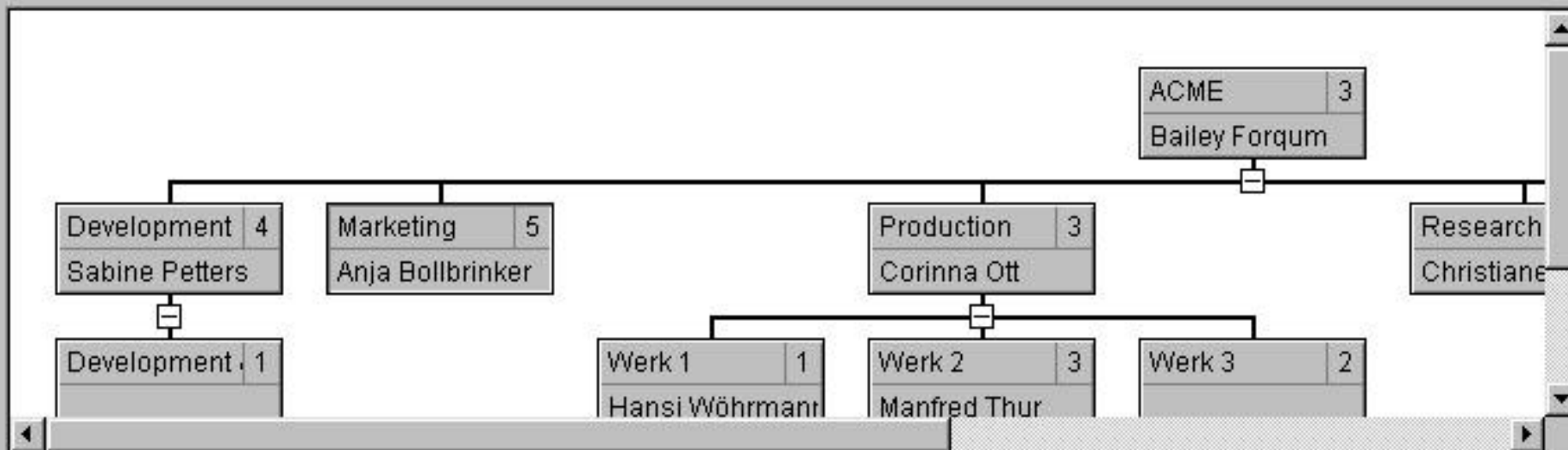


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Bookmarks Location: http://localhost/GroupOrga/Gf_org_e.nsf/359A27AFD183A70BC125620D0081ABC2/656ADA0AD2F2FE9E4125653000



Unit

Name: Staff position:

Description:

Manager:

Members:

Person

Name:

Unit: Manager:

Position:

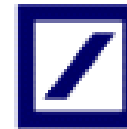
Workgroups:

Roles:

GroupOrga Partners



Deutsche Bank



SIEMENS
NIXDORF



DEUTSCHE BABCOCK

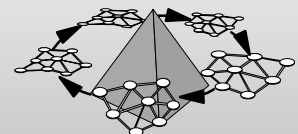


PAVONE



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Organizational Politics - Or: Hands Off my Data

- ▶ some kind of organizational data always exists (user names, network access lists), these directories cover a fraction of the whole organizational data
- ▶ org. departments are not used to offering their data to others
solution: central repository with replication

Deutsche Bank
db-intranet

The Privacy Concern

- ▶ privacy becomes an issue when data is promoted over networks
solution: passwords, access rights (?)

Cleaning Up the Mess

- ▶ different directories have different format
solution: clean up and consolidation is necessary

Siemens Nixdorf
Intranet Solution

Multivendor Systems at the Start

- ▶ integration and synchronization of different directories
solution: maybe LDAP (?)

Questions - Contacts - Readings

- **mott@notes.uni-paderborn.de**
- **chuth@notes.uni-paderborn.de**
- **<http://fb5www.uni-paderborn.de/Winfo2/GroupOrga>**

Huth, Carsten; Ott, Marcus: Einsatz von Java Applikationen für das Organisationsdesign virtueller Unternehmen, in: Sommer, M., Remmele, W., Klöckner, K. (Eds.): Interaktion im Web - Innovative Kommunikationsformen, Fachtagung und Kongreß, Berichte des German Chapter of the ACM und der Gesellschaft für Informatik, Fachgruppe 2.0.1 - Personal Computing, Fachgruppe 3.1.3 - Arbeitsplatzrechensysteme, Band 50, B.G. Teubner, Stuttgart, Mai, 1998, pp. 73-93.

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