Delayering for Creativity Guide

The below flowchart of considerations to ponder when delayering a hierarchical organization to enhance corporate creativity is based on our scientific expertise.

We believe that the below checklist/guide may be useful for you to contemplate if you find yourself in the above scenario. We recommend you print out the guide so you can view pages 2 and 3 as a two-page spread and align pages 2 and 3 vertically so that the horizontal arrows meet.

We are happy to provide this checklist to you free of charge for as long as you honor our copyrights (below).

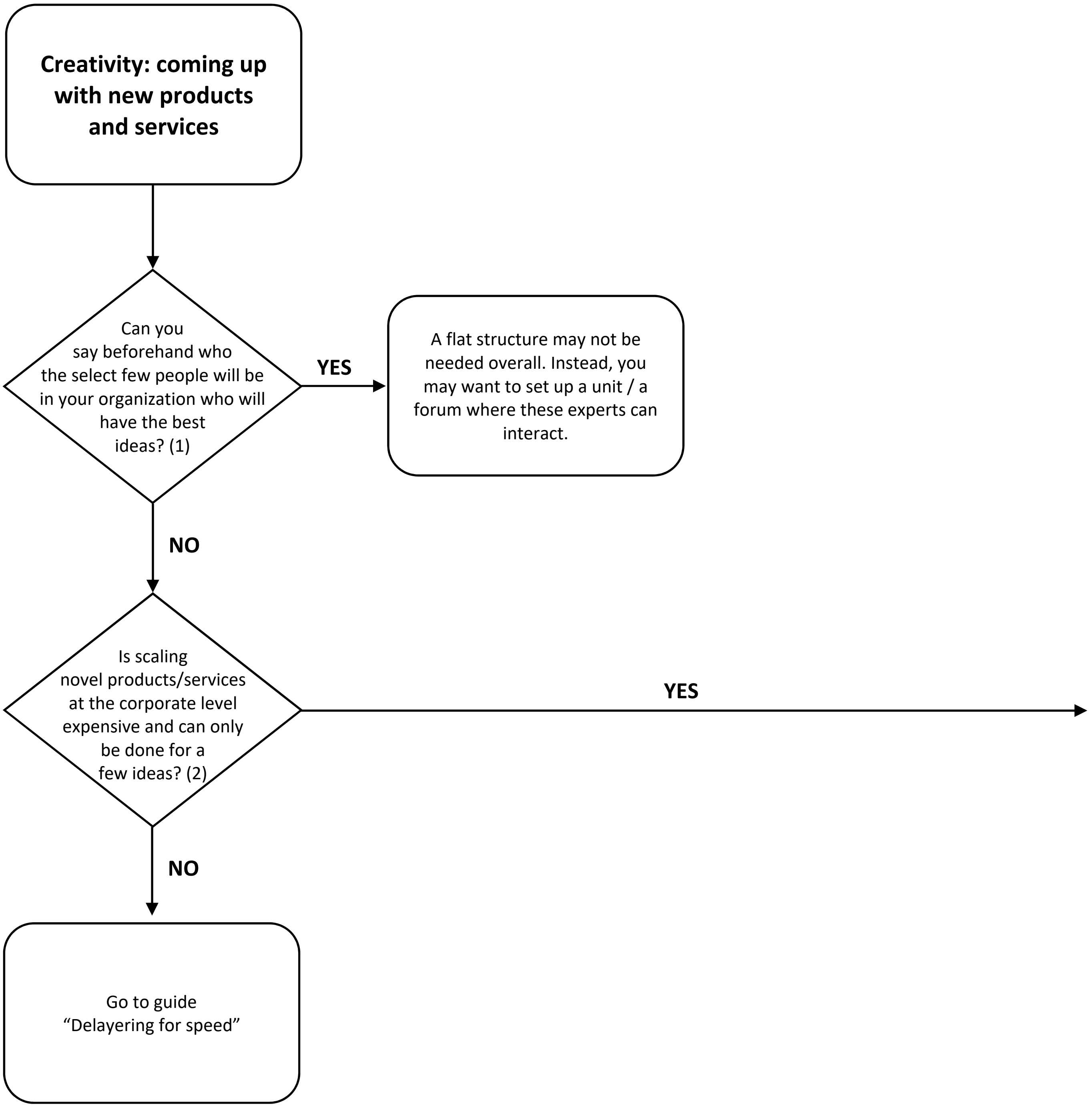
Please note that we assume no further responsibility for the success or failure of your (re-)organization based on our guide should you attempt it.

In particular, note (1) that we cannot exclude that in your individual case further considerations may be relevant that did not enter the process of drafting the checklist; (2) that misunderstandings in using our guides may prevail; (3) that implementing the thoughts expressed in our guides is imperfect.

The chapters referenced in the legend to our guide refer to the book

M. Reitzig, 2022, *Get better at flatter*, Palgrave Macmillan.

We encourage you to read the book to better understand the nature of our guide.



Creativity: coming up with new products and services

Can you say beforehand who the select few people will be in your organization who will have the best ideas? (1)

YES

A flat structure may not be needed overall. Instead, you may want to set up a unit / a forum where these experts can interact.

NO

Is scaling novel products/services at the corporate level expensive and can only be done for a few ideas? (2)

YES

NO

Go to guide
“Delayering for speed”

Checklist for only executing prototype development in a decentral manner. Scaling will remain a central activity

Design fits:

- ☑ Determine the lowest level your hierarchy for interaction between reasonably sized and largely autonomously operating teams and bring in folks from this level and potentially from levels above, too (1). Orient yourself along the following questions:
    - ☑ Delegating task division for prototyping: how low can you go in your current hierarchy for employees to still be able to understand how to break the idea of a new product/service into work packages, and how these work packages then depend on one another (4)?
    - ☑ Allowing for self-selection: how low can you go in your hierarchy to assume employees can still reasonably effectively select themselves onto tasks that match their skills in this prototyping process (4)?
    - ☑ Allowing for decentral exception management: how low can you go to assume employees can reasonably effectively detect and resolve unforeseen problems and conflicts (4)?
- ☑ Provide these teams with the rights to take decisions with regard to task division, task allocation, information exchange, and exception management within the scope of their projects. Encourage them to extend information gathering to the wider corporation, but to limit information discussion to the actual team level (1).
- ☑ Provide guidance, support, and a playfield that facilitates their work (3).
    - ☑ Implement a sanctioning system that detects and sanctions freeriding or cherry-picking of tasks.
    - ☑ Offer autonomy support to the teams
        - ☑ Share information teams require to do their jobs
            - ☑ Information required to build architectural knowledge as needed
            - ☑ Transparent task architecture
        - ☑ Reduce your role to feedback partner
        - ☑ Show humble leadership
    - ☑ Potentially offer structured procedures for effective and efficient conflict resolution within teams.

People fits:

- ☑ Rely on existing and recruit new employees who rank high on personality traits that help with the high delegation (4). As far as possible, select
    - ☑ Agreeable, honest, and humble employees to foster collaboration, as well as
    - ☑ Conscientious and proactive people, the more so you rely on delegation in task division and task allocation, with a
    - ☑ High need for achievement, the more so you rely on delegation in task division and task allocation and potentially a
    - ☑ High locus of control, the more so you rely on delegation in managing conflicts.

(1) For questions pertaining to this part of the decision tree, see chapter 8 for details.
(2) For questions pertaining to this part of the decision tree, see chapter 7 for details.
(3) For questions pertaining to this part of the decision tree, see chapters 5 and 6 for details.
(4) For questions pertaining to this part of the decision tree, see chapters 3 and 4 for details.