

Delaying to Attract and Retain Talent Guide

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The below flowchart of considerations to ponder when delaying a hierarchical organization to attract and retain talent 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).

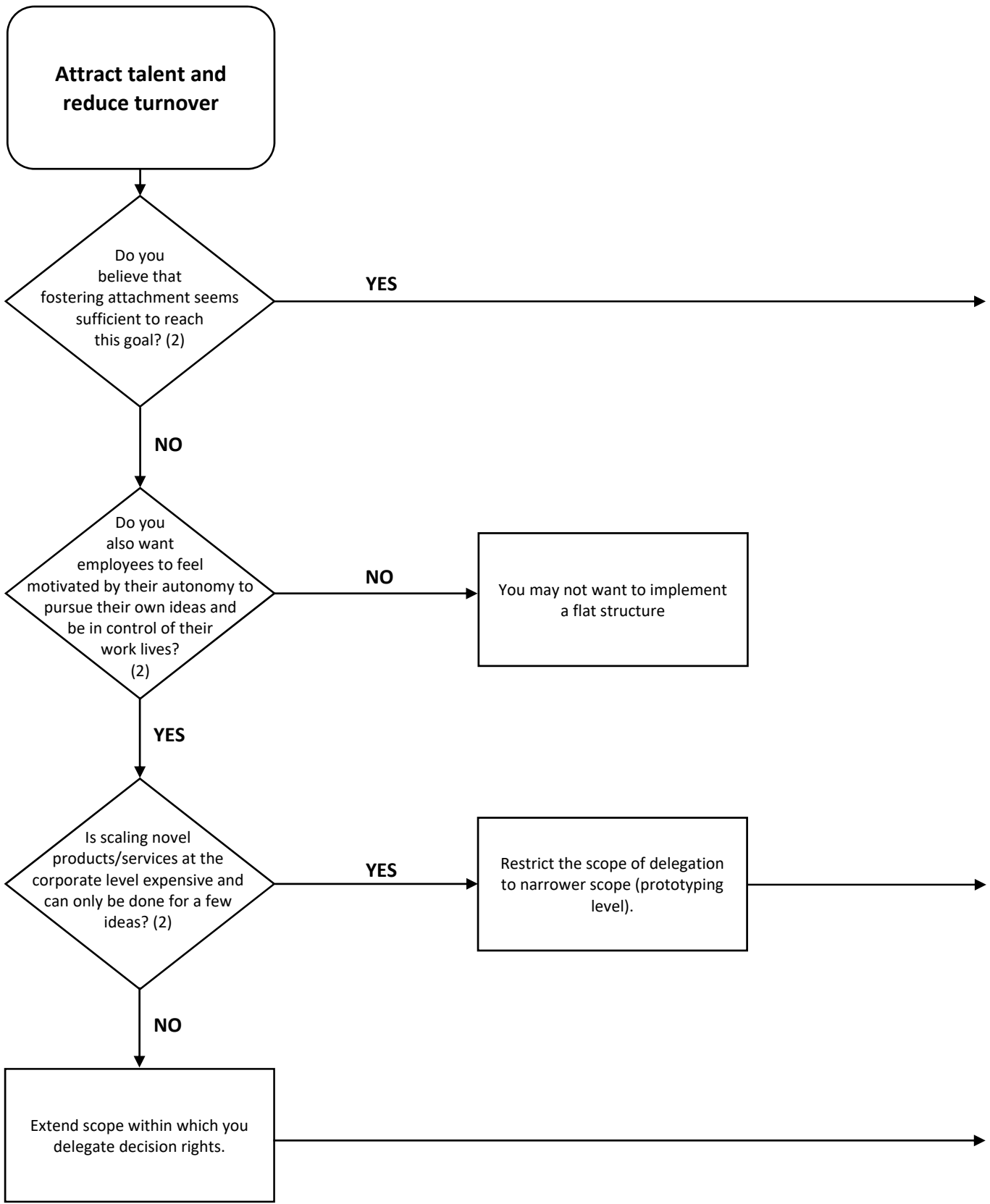
Please note that we assume no further responsibility for the success or failure of your (re-)organization based on our guide should you attempt it.

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.



Checklist for fostering attachment in your organization

- ☑ Allow for decentral information exchange on as many issues as appear relevant to employees to foster sense of attachment. Allow for corporate-wide information gathering, seek to limit debate to focal groups (1).
- ☑ Potentially allow for decentral autonomous reward choice by individuals.
 - ☑ Determine the lowest level of your hierarchy at which individuals will still be able to assume related accountability and appreciate the autonomy that comes with the delegation (4).
 - ☑ Provide human resource slack that helps with frictionless company operations even when giving employees more autonomy to decide when and how they want to work (3).

Checklist for designing your organization toward employees feeling motivated by their autonomy to pursue their own ideas and be in control of their work lives

Design fits:

- ☑ In addition to the above, allow for decentral task division within scope that seems reasonable to those individuals within the hierarchy that have the cognitive skills to engage in it. Determine the lowest level of your hierarchy at which an interaction between them within largely autonomous and reasonably sized teams may still be the case (4).
 - ☑ Share information required for these employees to build architectural knowledge as needed
 - ☑ Provide a modular structure that reduces duplication of effort across individuals and teams and reduces undesired interdependencies between teams' autonomous actions
- ☑ And/or Allow for self-selection onto tasks to those individuals who have the cognitive skills. Determine the lowest level of your hierarchy at which this may still be the case (4).
 - ☑ Provide information on nature of individual task (task architecture transparency) to affected individuals
- ☑ Provide guidance, support, and a playfield that facilitates employees' work (3).
 - ☑ Implement a sanctioning system that detects and sanctions freeriding or cherry-picking of tasks
 - ☑ Offer autonomy support to the teams
 - ☑ Reduce your role to feedback partner
 - ☑ Show humble leadership
 - ☑ Potentially offer structured procedures for effective and efficient conflict resolution among individual employees

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.