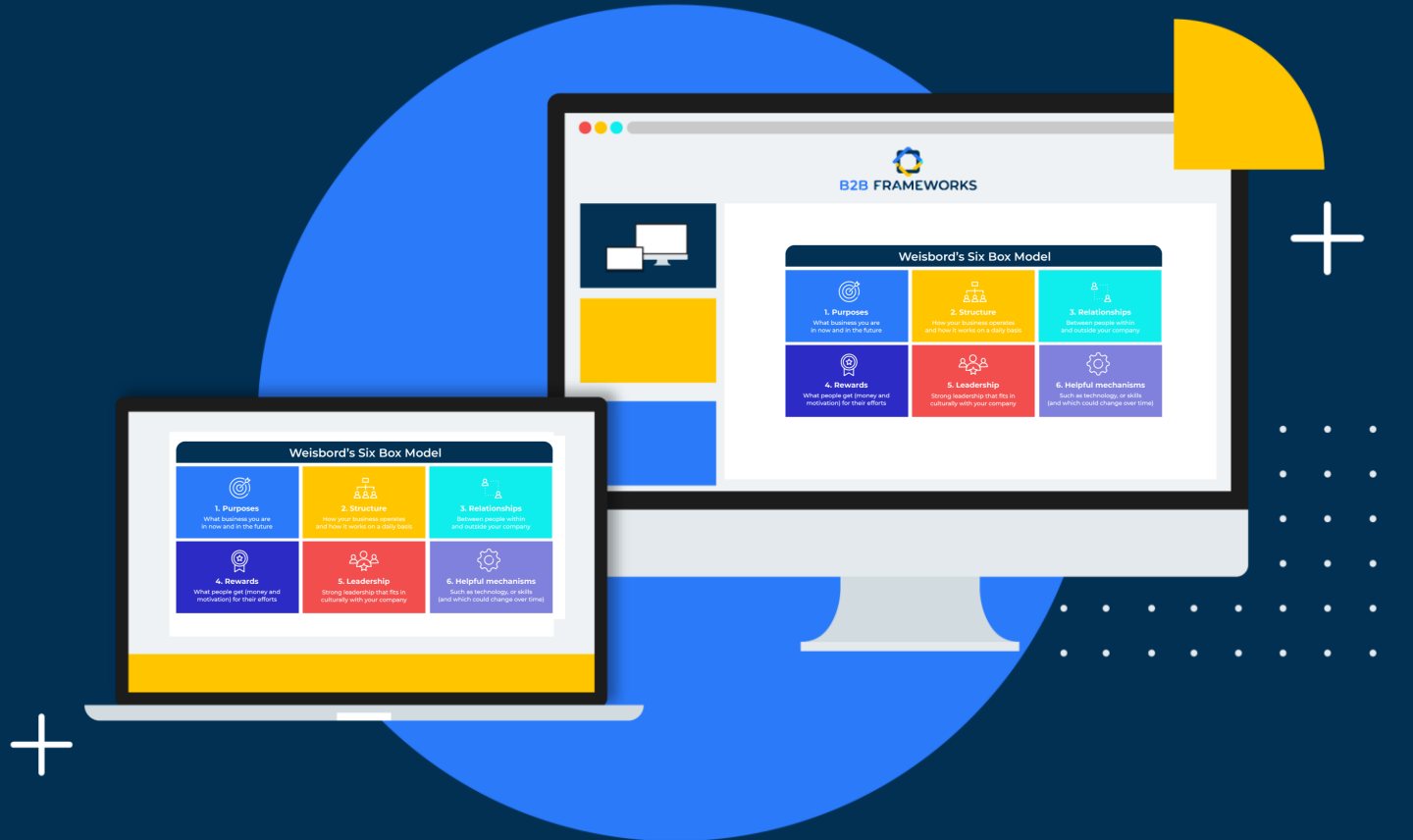


Weisbord's 6 box model



A framework for diagnosis and building strategy

Use this model to check out if your company is working efficiently

Marvin Weisbord proposed a framework with six boxes that describe the efficient functioning of a company. An analysis of a company's performance in each of the boxes shows where improvements are needed.

Each of the six boxes plays a role in the performance of a company. The boxes have things feeding into them such as resources and money and feeding out of them such as products and services.

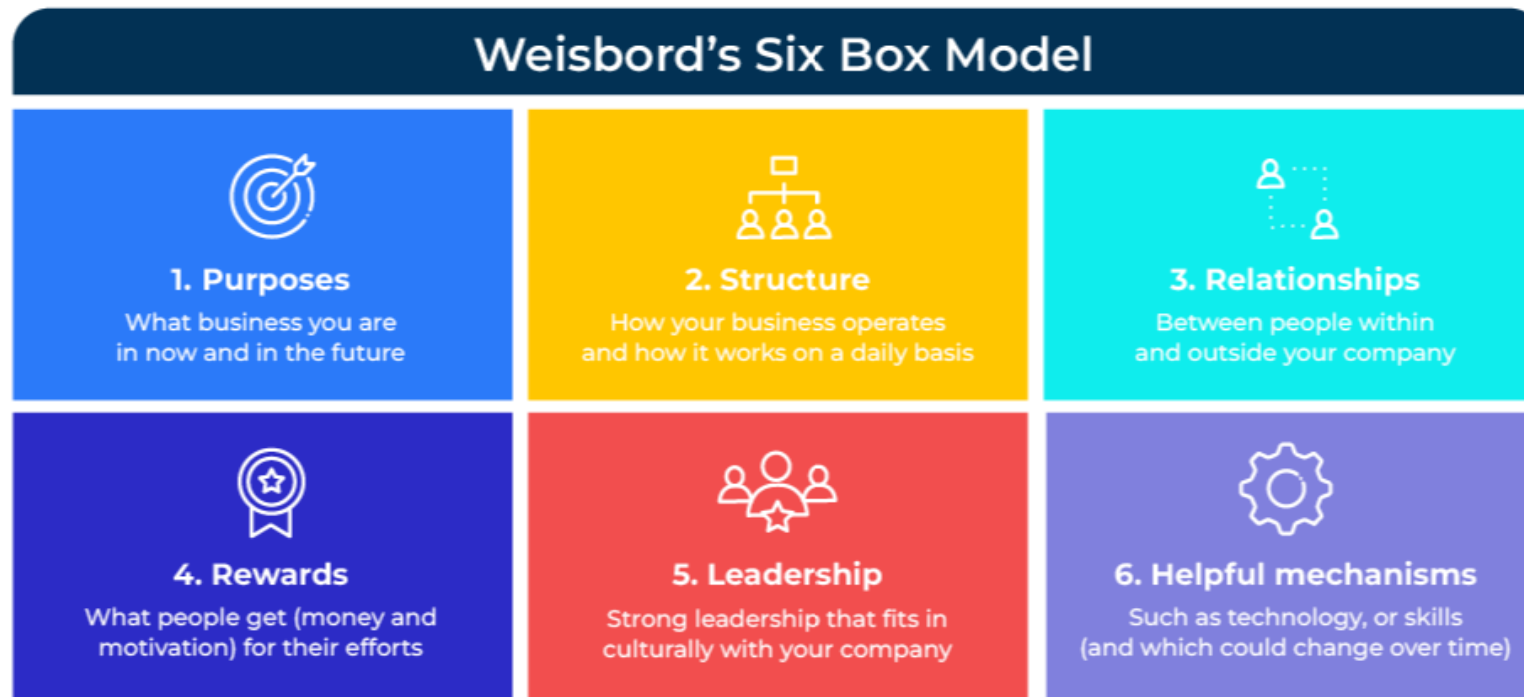
Within the boxes there are likely to be formal ways of doing things and these may contrast with the day-to-day informal ways of practically making things happen.

It is necessary to look at each box in turn and determine how efficiently it is working.



Step 1: Purpose

Box 1. Purpose: The starting point of the assessment is to determine what business the company is in and whether there are any expected changes in the future. In effect, this is an examination of the vision and mission for the company. A company may have a purpose or a goal and it could be expressed as a vision or mission statement. However, staff may not fully understand and support the organisation's purpose. Weisbord would see this as a disconnect that needs attention.



Step 2: Structure

Box 2. Structure: Next Weisbord looks at how the company is organised. This part of the analysis covers who does what in the various departments of the organisation. Nearly every company has an organogram which lays out the formal hierarchy of who does what and who answers to whom. And yet, most companies have informal networks with members of staff knowing who they should speak to in order to get things done. Again, the framework looks for disconnects that need fixing.



Step 3: Relationships

Box 3. Relationships: Companies are made up of people who have relationships with their colleagues, customers and suppliers. Relationships with colleagues include those in the same department and with those in other departments. There are also relationships between people, customers and the technologies and systems they use. These relationships are vital to a company's success. There can be conflict in these relationships which must be sorted out if a company is to work efficiently.



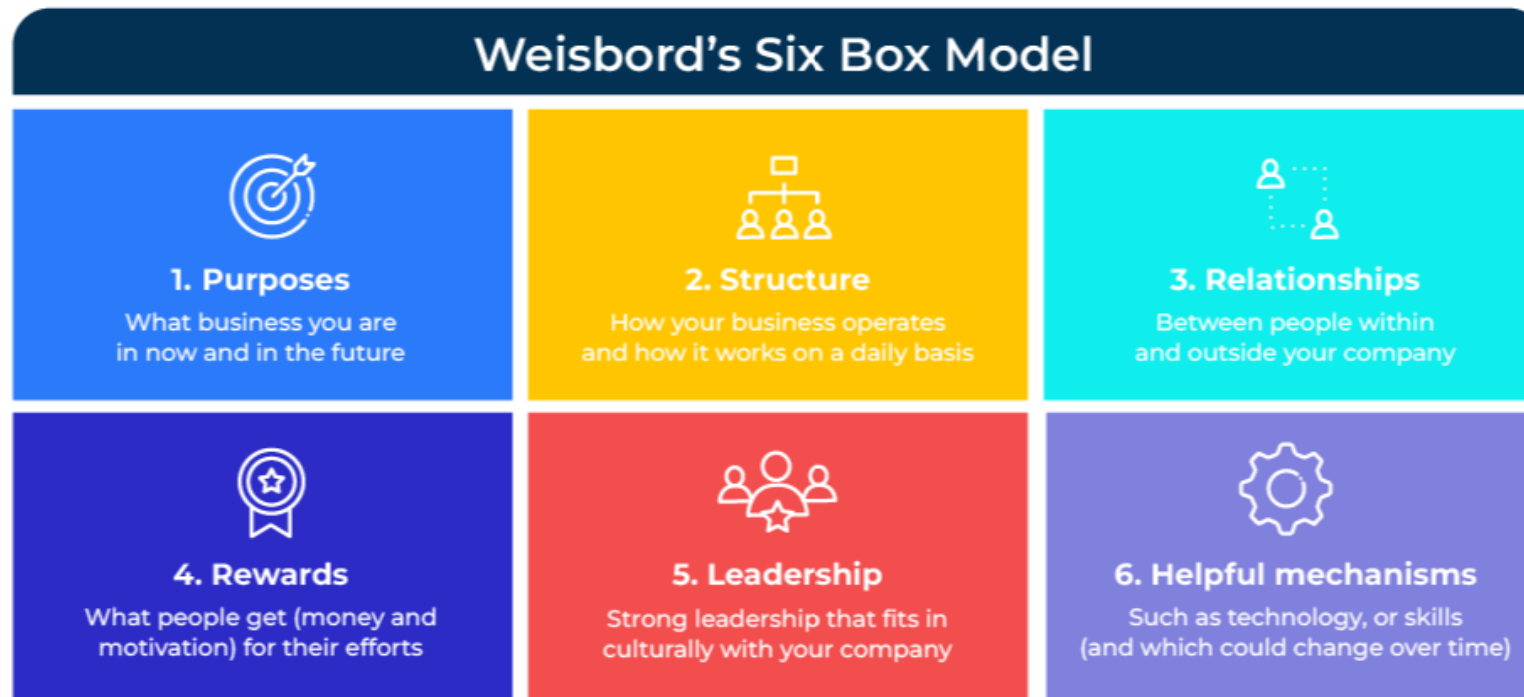
Step 4: Rewards

Box 4. Rewards: People need to be motivated by appropriate rewards not just in money but in the recognition they receive for the job they do. A workforce receives remuneration and this is the formal part of the system. However, they may not feel and act as if they are rewarded adequately. Weisbord makes the point that it is necessary to convert the reward theory into organisational practice. By this he means having the right salary and benefits that motivate people and which is considered fair.



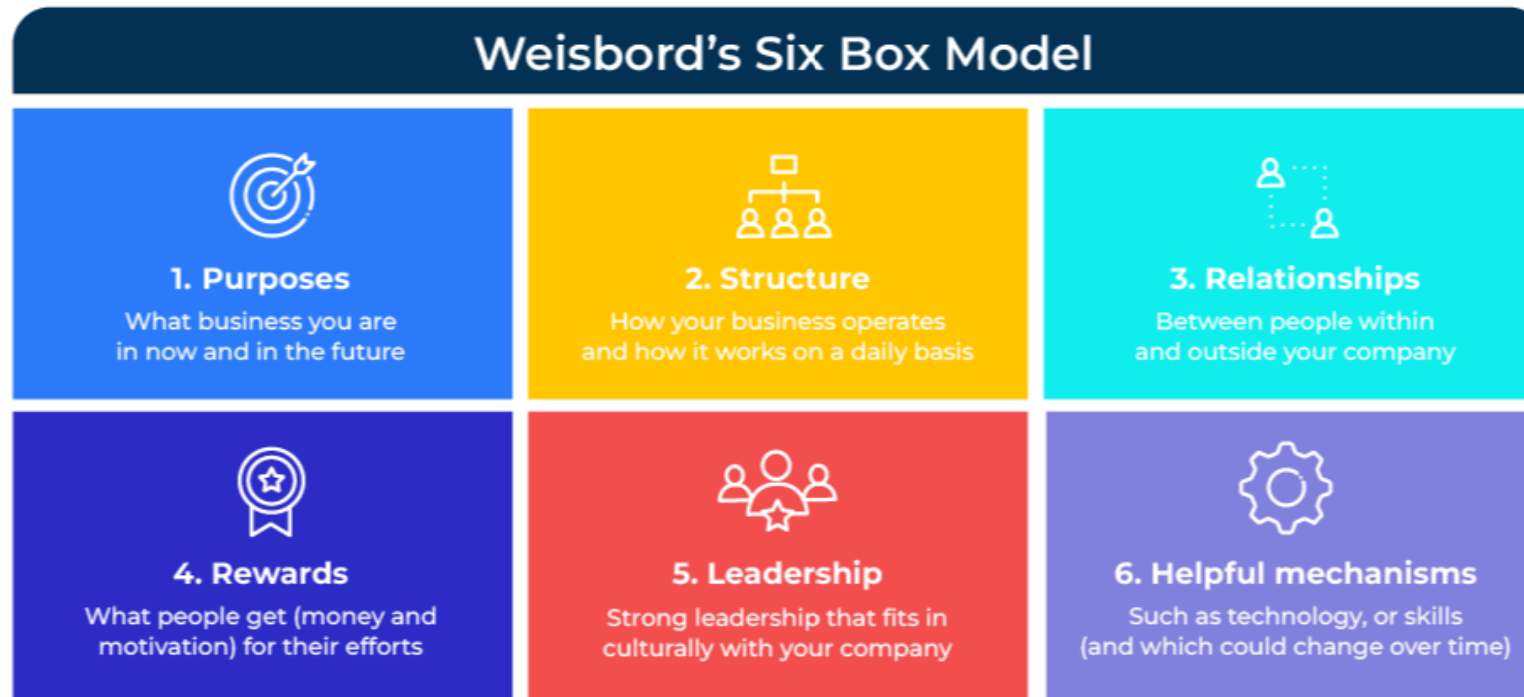
Step 5: Leadership

Box 5. Leadership: This is another vital component of every company. Leadership styles can be defined in theory. Some are autocratic, others democratic. Some are task orientated others are relationship orientated. A leader must understand the organisation and its requirements and adjust leadership qualities to suit. A key task of leadership is to scan the six boxes to see where there are misfits between the formal and informal ways of doing things. The leader's job is to sort this out.

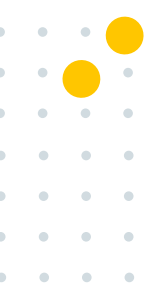


Step 6: Helpful mechanisms

Box 6. Helpful mechanisms: These are the "lubrication" that helps an organisation operate efficiently. They include all the policies, procedures meetings and systems used within the company. They also include all the technologies such as the software programs that knit the company together. Other helpful mechanisms are the processes of planning, budgeting, controlling and measuring what goes on within the company. In analysing the efficiency of the company it is necessary to see if it has formal mechanisms that are helpful and work.



Things to think about



- Are there particular areas of your organisation that can readily be identified as needing attention?
- How are the failings or weaknesses in one part of your organisation impacting on other parts?
- Who should carry out the analysis of your organisation – should external people be brought into do the job?
- Would the Weisbord six box framework be appropriate for the analysis?



Thank you.

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