

ABSTRACT

“Today’s vibrant environment with solid competition obliges continuous modification of strategy and appropriate revisiting organization designs” (Oliver Wyman, 1998). While facing evolution of external forces, for instance; demographic changes, political, markets, globalization and technology, organizations will have to adopt different organizational strategies to manage those challenges in turmoil (Whitfield & Landeros, 2006). The focuses on excellence in customers’ services, advancement of technology, the efficiency of management and operations has inspired organizations to be restructured and redesigned (Beckhard & Pritchard, 1992). A critical success factor for organizations today is the ability to adapt their structures, systems and processes to respond challenges meanwhile to capture new markets and expand existing ones. A critical determinant of strategic competitive advantage is organization design. This paper demonstrated the importance of organization redesigning in the face of drastic socio-economical, political changes as well as internal and external (with and without anticipated) challenges; the impacts of effective design on organizational components; and the approach and process on how to redesign organizational factors for greater relationship, helpful mechanism, attitude towards change as well as for reduction of role ambiguity within the organization.

As aforesaid, this study explored the organization redesign process and its impact on organizational factors and human dynamics. It was based on in-depth, real-time, and action research at a public Internet service providing company in Myanmar conducted from March 2015 to end February 2016 inclusive of two months pre-diagnoses period. The main contribution of the study is the development of theoretical and conceptual frameworks derived from The

Marvin Weisbord's six-box model, McKinsey's 7 S model and Lawrence and Lorsch's contingency theory highlighting differentiation and integration in complex organizations. STAR model, SWOT, Force field Analyses were used to identify the challenges and issues of AAA whilst primary data were collected through personal interview and with the instrument developed by Robert C. Preziosi's ODQ to facilitate the action research feasible while secondary data were collected from documented information, publishing and periodicals. The appropriate interventions were designed and conducted in 7 months. Being implemented interventions as planned post data were then collected using same sets of instruments to highlight the significance of impact of Intervention processes on organizational factors and human dynamics. The results had shown the significant cause and effect relationship of which redesigning organization structure had improved establishment of helpful mechanism, fostered attitude (of organizational members) towards change, and reduced role ambiguity. Evidently, establishment of rewards also promoted relationship within as well as among departments while it enhanced the attitude (of organizational members) towards change.

Keywords: organization redesign, attitude to change, structure, helpful mechanism, relationship, organization development interventions, AI, coaching and mentoring, Weisbord's six box model, McKinsey's 7 S, Organizational Diagnoses Questionnaire (ODQ)