

Aspect	Issue	Development
Organizational structure	Managing through specialist functions can result in differing functional perspectives, differing functional objectives and unclear roles and responsibilities	Set functional objectives, roles and responsibilities using cross-functional perspective of market order-winners and qualifiers (developed in Chapter 3)
	Functional silos are created where functions work independently from each other and only make cross-functional decisions at senior levels in the organization	Create cross-functional teams
	Too many management layers	Reduce overheads and flatten organizations by pushing responsibility as far down the organization as possible
Functional support	There is a lack of specialist support for line functions as they pursue their own goals and objectives rather than helping the delivery system to support the market	Create cross-functional teams and restructure roles and responsibilities to recombine planning, doing and evaluating aspects of a job
	Delivery systems are supported from a distance as support activities are moved away from the line	Relocate support activities next to the line
Payment and reward systems	These do not reflect relative executive importance and contribution to the business	Pay and reward staff based on skills and performance measures that reflect market needs and can be influenced by the individual
Operations planning and control	Businesses split out planning, doing and evaluating aspects of the job. Line staff, in doing roles, have a lack of responsibility, lack of empowerment and lack of motivation and thus capacity becomes inflexible	Restructure roles and responsibilities to recombine planning, doing and evaluating aspects of a job. Set up improvement teams

EXHIBIT 10.6 Indication of how developments can be used to address infrastructure issues