

## An Example of Identifying Organizational Structure

The following are characteristics of a company I used to work for:

- People report to functional managers. Project managers provide input on employee performance.
- The business unit director oversees budgets for projects within the unit.
- Project managers work predominantly on projects, but also perform other work.
- Project managers have some authority to make decisions. Authority increases after they have delivered successful projects.

This organization is a functional hierarchy with a couple of glimmers of a weak matrix.

Project managers have very little authority. They provide feedback on resource performance to functional managers but don't have authority over resources in other ways. Project managers are given some authority to make project decisions after they have proven themselves. Project managers aren't dedicated to project work.