



ALBANY COLLEGE OF PHARMACY  
AND HEALTH SCIENCES

## Using Organigraphs to Improve Your Assessment System



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### What are Organigraphs?

- Visual interpretations of how organizations work
- Organizational Chart
  - Name, titles
  - Depict the hierarchy of authority

*"Like using a list of municipal managers to find your way around a city."*
- Organigraph
  - Snapshot of companies products, processes
  - Depict workflow, communication paths and interfaces of operations within a system
- See processes, understand strengths and weakness

Mintzberg H., Van der Heyden L. Organigraphs: Drawing How Companies Really Work. Harvard Business Review Sept-Oct 1999

## Sets

- Every organization is a set of items
- Sets share common resources, but otherwise, they are independent
  - Students
  - Faculty committees
  - Deans
  - Assessment staff
  - Curriculum



## Chains

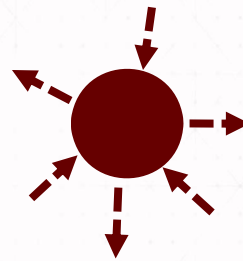
- Organizations don't exist to house sets - they exist for purposes of connection
- Chains are linear
  - Promote standardization
  - Enhance reliability
  - Clarify and systematize the many complex processes



Raw data → Report → Analyzed → Decision → Action

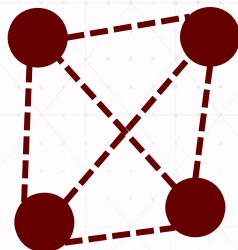
## Hubs

- Any physical or conceptual point at which people, things, or information move
- Hubs depict movement to and from one focal point
  - Building
  - School
  - Office
  - Assessment office
  - Manager or director
  - Assessment committee
  - Computer
  - ExamSoft



## Webs or Networks

- Grids with no center
- Open-ended communication
- Continuous movement of people and ideas



## Goal of Organigraphs

- By drawing your organigraphs, you are forced to see:
  - Information flow
  - Communication
  - Product flow
  - Processes
- What is the best way to manage operations?
- Which strategic options make the most sense?
- Centralized or decentralized approach?

## Using Organigraphs to Visualize Assessment

- There is no “right” organigraph

