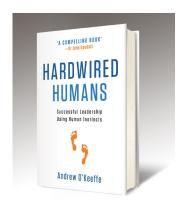# Designing my Organisation

This series of **Leadership Instincts Aids** helps managers apply the nine human instincts to common leadership situations.

The nine instincts are explained in the book, *Hardwired Humans—Successful Leadership Using Human Instincts* by Andrew O'Keeffe. (The book is available in **print form** from www.hardwiredhumans.com or in bookshops in Australia and New Zealand and as an **e-book** internationally through you preferred e-book channel.) The book explains the science of each instinct and the implications of the instinct for leaders.

This aid describes the primary ways to design an organisation using natural forces and to avoid designing dysfunction into the organisation.

1. Like for any human society, the building block of an organisation should be 'family' groups of around 7 people (between 5 and 9 in a team). This means avoiding small teams of less than 4 and large teams of more than 9 people. Wide-spread fracturing into one-over-one or one-over-two reporting is as dysfunctional as managers trying to lead teams of 12 or more people.	**Social Belonging**
2. Family-sized units should then be grouped into 'clans' of up to 150 people. Some departments or sections might be significantly less than 150, which is fine. In large organisations, expect people to bond stronger with their department or location, but watch for and address any destructive inter-clan rivalry as they compete for resources and status.	**Social Belonging, Contest and Display**
3. This design around natural groups allows the organisation to build the systems and a culture to hold family-unit managers and village leaders accountable for performance and staff engagement.	**Hierarchy and Status**
4. Structure around geographical reporting, versus matrix or remote business unit reporting.	**Social Belonging, Mind Reading**
5. The rule of 7 extends to the number of reports to the CEO and other senior executives. Humans have the capacity to focus on around 7 dimensions, which will also represent the number of voices that should be heard around the table of the top team.	**First Impressions to Classify (capacity of brain)**
6. Distribute power fairly evenly across direct reports. Don't have a nominated '2IC' (second-in-charge) and avoid a direct report having a high proportion of people and resources (power). An imbalance of power in the hands of one direct report might a) weaken your position and b) encourage the more powerful person to dominate their peers.	**Hierarchy and Status**