

**AP4: How well are the roles, knowledge, and interests of work system participants matched to the work system’s design and goals?**

<p><b>Principles</b></p> <p>#10: Serve the participants.                  #11: Align participant incentives with system goals.                  #12: Operate with clear roles and responsibilities</p>	<p><b>Diagrams and Methods</b></p> <ul style="list-style-type: none"> <li>• Organization chart</li> <li>• Social network diagram<sup>43</sup></li> </ul>
<p><b>Performance Indicators</b></p> <ul style="list-style-type: none"> <li>• Individual or group output rate</li> <li>• Individual or group error rate</li> <li>• Training time to achieve proficiency</li> <li>• Job satisfaction</li> <li>• Turnover rate</li> <li>• Amount of management attention required</li> </ul>	<p><b>Strategy Decisions</b></p> <ul style="list-style-type: none"> <li>• Management attention required</li> <li>• Reliance on personal knowledge and skills</li> <li>• Personal autonomy</li> <li>• Personal challenge</li> </ul>
<p><b>Stumbling Blocks and Risks</b></p> <ul style="list-style-type: none"> <li>• Inadequate skills, knowledge, or experience</li> <li>• Inadequate understanding of reasons for using current methods</li> <li>• Multiple, inconsistent incentives</li> <li>• Unclear goals and priorities</li> <li>• Responsibility without authority</li> <li>• Inadequate role definitions</li> <li>• Lack of accountability</li> <li>• Inadequate management or leadership</li> <li>• Unnecessary layers of management</li> <li>• Inconsistency between the organization chart and actual work patterns.</li> <li>• Poor morale</li> <li>• Disgruntled individuals</li> <li>• Lack of motivation and engagement</li> <li>• Ineffective teamwork</li> <li>• Turnover of participants</li> <li>• Inattention</li> <li>• Excessive job pressures</li> <li>• Failure to follow procedures</li> <li>• Departmental rivalries and politics</li> </ul>	<p><b>Possibilities for Change</b></p> <ul style="list-style-type: none"> <li>• Change the participants</li> <li>• Provide training on details of work</li> <li>• Assure that participants understand the meaning and significance of their work</li> <li>• Provide resources needed for doing work</li> <li>• Change incentives</li> <li>• Change organizational structure</li> <li>• Change the social relations within the work system</li> <li>• Change the degree of interdependence in doing work</li> <li>• Change the amount of pressure felt by participants</li> </ul>