

Double rule and multiple roles

Dr. Levin-Rozalis Miri

Dr. Tubin Dorit

Ben-Gurion University of the Negev Israel

July 2005

The story

Once upon a time there was an ECC in a southern city of Israel named Beer-Sheva. This ECC was jointly operated by a large number of organizations (18 in number). These 18 formal representatives decided voluntarily that meeting 2-3 times a year as a public steering committee is just not good enough. They divided themselves into committees that met once a month and actually managed the ECC.

The ECC is not of our concern here, nor is the IOC, but the organization was built as a result of them both.

Nowadays it is difficult to think of an organization, especially an organization providing services, that does not cooperate at some level with other organizations.

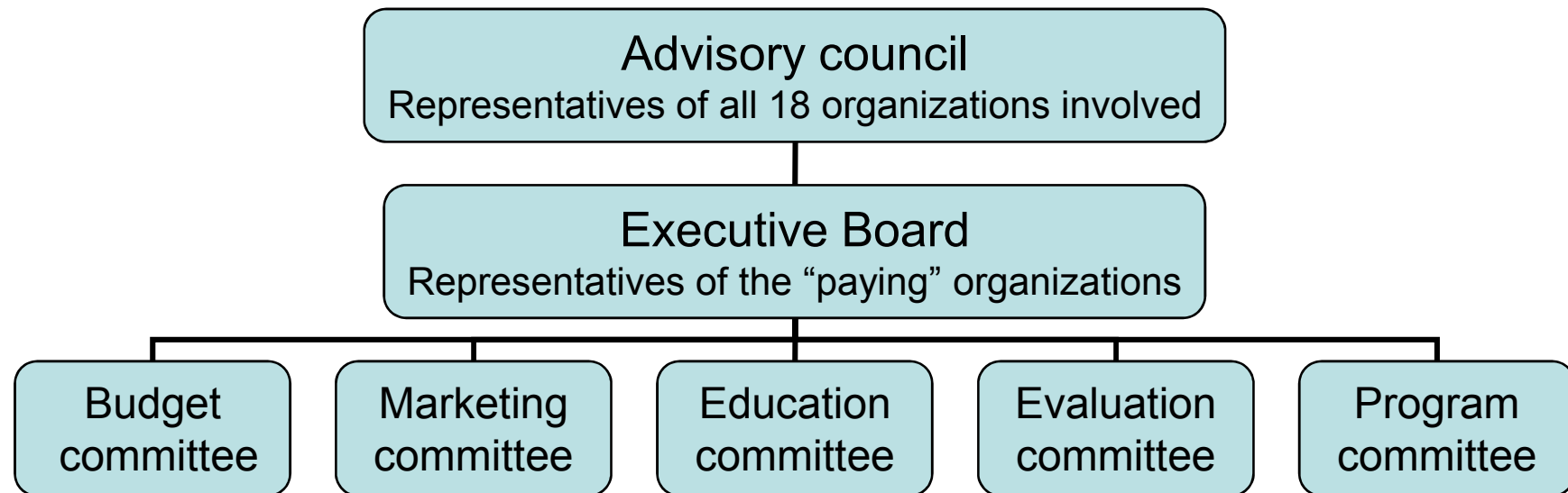
Inter-organizational cooperation



IOC is like harnessing a swan, a crab, and a pike to a single wagon and letting it go.

A. Krylov (1977) "Swan, Pike and Crab." In *Krylov's Fables*.

The IOC's inter-organizational structure



The IOC as an organization of its own

Organizational Criteria

- ✦ Clear identifiable boundaries
- ✦ Set of roles and not of people
- ✦ Known norms and permanent procedures
- ✦ Continual and permanent framework

Our IOC

- ✦ It is clear who is “in” and who is “out”
- ✦ Well-defined roles—have not change with people leaving
- ✦ The organizational structure and the procedures of work are declared, known and continual
- ✦ Working for years with the same principles

The principle of “Double
Rule and Multiple Roles”

The double rule

The first special characteristic of the IOC:

Different rules are played out in the arena

- One for the **organizational structure**
- The other for the **people** occupying its different positions

The double rule (continued)

The structure is well defined, with a clear hierarchy, division of labor, and clear definition of roles and positions

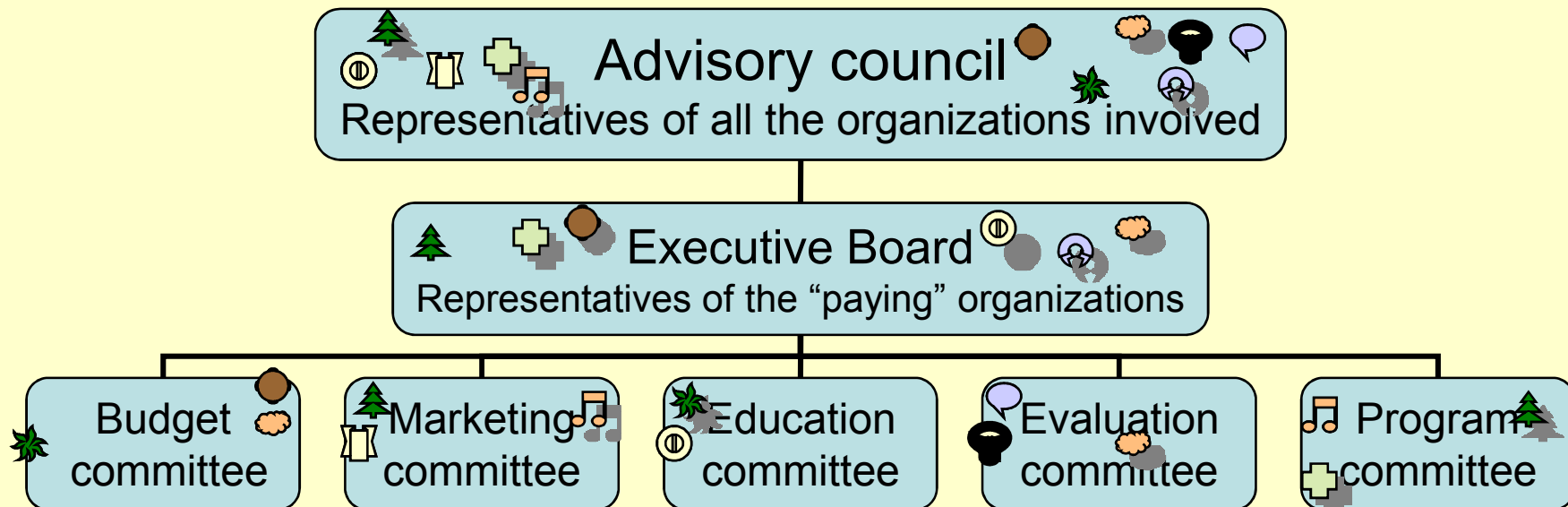
The people operate in an egalitarian and democratic structure

The second principle:

Multiple Roles

The double rule is possible because each and every participant has more than one **formal** role in the organization and occupies different positions in the hierarchy

Double rule and multiple roles



Implementation of the double rule

The principle	Organizational dimension	Human dimension
Formalization	Well-defined structure	Representatives volunteer
Distribution of work	Well-defined role for each position	Several roles for each person
Hierarchy	Structured hierarchy	Egalitarian relations
Centralism	Structured decision making	Everyone is involved in decision making
Specialization	Specialized positions	More than one specialty per person

The contribution of these principles to the IOC

- ④ Overcoming the threats and obstacles of IOC's conflict of interests, different work cultures, power struggles and so on
- ④ Enabling and encouraging educated and far-sighted decisions
- ④ Creating commitment and responsibility among participants

Some further comments

- The additional committees and the extra work enable participants to have more than one role in which they can express different abilities
- It disconnects the person from his/her organizational role and identity and creates an open space for participants to express and develop a wide range of abilities and fields of interest
- The structure (created by the participants) was tailored to their own measures: “structure for the people and not people for the structure,” which makes all the difference in the world

The ECC and IOC revisited

If this is so great, why don't we see this structure everywhere?

We believe that this kind of organization cannot be independent—it can only exist as an extension of an IOC

Why is that so?

From the organizational point of view it is not a complete organization:

- A. It has no responsibility to implement its own decisions, nor does it possess the actual resources to be distributed

B. It is only a link between resources and implementation. It can only produce decisions:

- ◆ Its resources come from the IOC and the ECC implements the decisions
- ◆ Its decision-making power comes from the legitimacy it gains from these two links in the chain, in which it is the connecting link

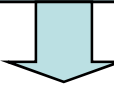
From the people point of view:

The IOC is a necessary condition. It enables members of equal status:

The members are representatives of organizations different from the IOC



The organizations of origin are the basis of the representatives' status



Their equal and secure status enables them to ignore the formal hierarchy

An optimistic comment

Even if this new kind of organization does not represent the next generation of organizations in the 21st century, it shows that the possibility of such organizations exists

Thank you!