

## **2.6 Root Organizing Method to Start New Things in Existing Organizations**

### **2.6.1 Introduction**

### **2.6.2 Procedures**

### **2.6.3 Supplementary notes**

### **2.6.4 Considerations**

#### **2.6.1 Introduction**

In this subsection, we explain the Root Organizing (RO) method to start new things in an organization with improvements over conventional committee and task team systems. When trying to start new things in an organization, sometimes progress is hindered. The RO Method solves this problem.

Fig. 2.6-1 is a system diagram of conventional committee and task team systems in industry and government. We add the following ideas to upgrade it.

- (1) Make it easier to lay the root binding work for new things in the organization.
- (2) Ideas from competent but busy people are incorporated from the beginning stage through the spot-timer rule. (At minimum, a PMD must be made with their initial participation).
- (3) A springboard for starting new things can be made to give a framework for materialization while laying the root binding work.

(Note) This method comes from the Japanese word "nemawashi," a term originally used in agriculture. When a gardener wanted to transplant a tree, he would tightly bind the roots of the tree with rope to protect them and keep them warm, moist, and away from the vagaries of weather, disease, and other outside dangers. The term now refers to a process in an organization whereby consensus is achieved among all the people involved in a project through close communication among the members of a task team. The process of "nemawashi" is sometimes long, difficult, and painful. But after the roots are bound, the objective result can be reached much more quickly and efficiently than if everyone did not agree upon the proper course of action.

#### **2.6.2 Procedures**

We follow Fig. 2.6-1.

- (1) A, B, C, D are the chiefs of each organization.

- (2) a, b, c, d are competent members in charge of the practical affairs of each organization.
- (3) Nominate a secretary who must fulfill the functions of Secretariat to the Committee, Secretariat of the Task Team, and the Framework and Maintenance Secretariat (See Fig. 2.6-1).
- (4) Nominate a, b, c, d as task team members according to each theme. The members are divided into full-timers, half-timers, part-timers, and spot-timers.
- (5) All members of the task team, including the secretary, set the theme name and make the PMD to promote the theme (theme PMD and action PMD).
- (6) The secretary, full-timers, half-timers, and part-timers make a pre-pre-draft of the procedures and system for materializing the new thing. (How to make it is described in the next sub-section.) It is necessary that the whole task team gets together at least once to make the PMD and the pre-pre draft involving an article.
- (7) The task team considers the pre-pre draft and a pre-draft is prepared to be sent to the committee.
- (8) The committee members examine the pre-draft and produce a draft.
- (9) Hold a meeting and have the chief approve the draft. Here, a systematic procedure and system to begin new things is approved.
- (10) Follow the procedures and system in the approved implementation plan document to materialize the new thing in the organization.
- (11) Follow the process of pre-pre draft, pre-draft, draft, and approval as necessary when trying to create a new thing. A categorization of this is shown in Fig. 2.6-2.
- (12) Output resulting from the implementation plan (for example drawings) should also follow the process of pre-pre draft, pre-draft, draft, and approval as indicated in Fig. 2.6-2.
- (13) For any project, the organizational style has to be changed with the progression of phases. Therefore, a plan for the change should be prepared and the chief of the organization should give the necessary directions.
- (14) Fig. 2.6-3 gives an image sketch of organizational style change. (Note: This organization change usually arises between the 4th and 5th steps, and between the 6th and 7th steps in the steplist.)

### **2.6.3 Supplementary notes**

- (1) The principles employed are the following:
  - i) Without written material, everyone will give a different opinion. Therefore, the preparation of the pre-pre-draft comes first as the springboard.
  - ii) With a pre-pre-draft, additions and revisions can be written in. The opinions of spot-timers and so on

can be incorporated.

iii) The pre-pre-draft should be typed on a word processor so that it can be easily read, and opinions easily inserted.

iv) If the pre-pre-draft is a drawing, opinions and revisions should be made on a copy.

(2) When starting something new with this procedure and system, there are two ways to proceed.

i) The concerned persons get together and prepare a pre-pre-pre-draft for the implementation plan document and to start with the permission of the chief of the organization.

ii) The chief nominates 2 or 3 members to prepare the pre-pre-draft.

For medium and small enterprises or small organizations, A and B may coincide with a and b. They can change their positions when in the task team or in the committee.

(3) The merits of the RO Method can also be realized when preparing a long-term plan for the company.

As in the following, there are 3 ways to start:

i) The chief of the organization requests opinions on some theme and a report from the task team.

ii) The chief asks the task team to write a draft of an inquiry, and rewrites it to provide a formal inquiry.

iii) The chief asks the task team to first write the set of pre-draft of inquiry and pre-draft of report, reviews them, and then makes the formal inquiry to report on the given theme.

#### **2.6.4 Considerations**

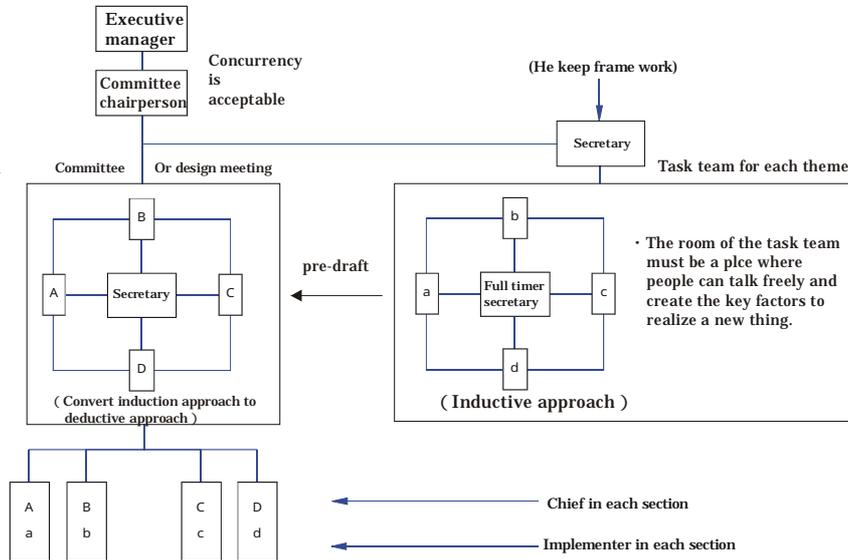
The RO method described in this subsection is a minor improvement over the conventional committee system, but gives the additional recognition and naming to proceed effectively with new things in the organization.

When change is hindered, even when its benefits are clear, change can easily be induced by the joint use of the RO Method, 3-5 Phase Improvement Method, and the Implementation Plan Document Method in the next sub-section.

Fig. 2.6-1 Root organizing method: Additional organizational structure

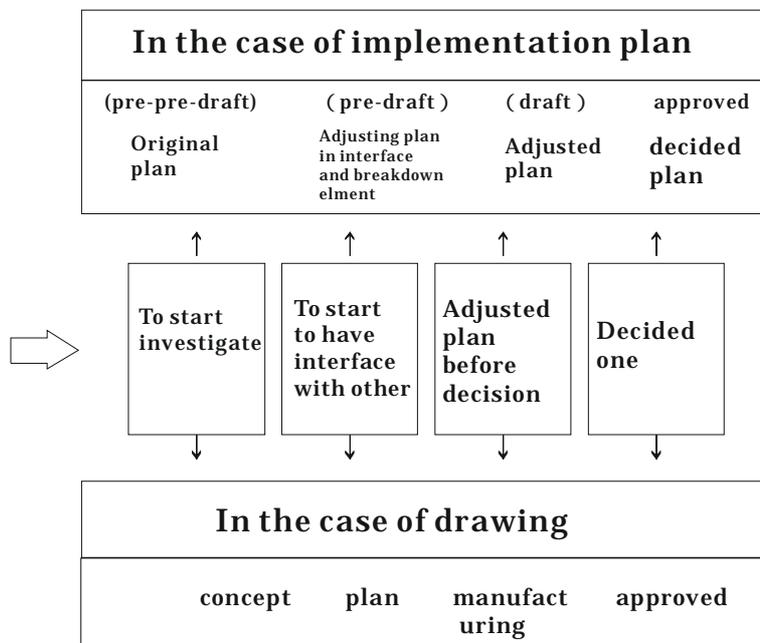
**Necessary conditions**

1. Use people with superior intellect.
  2. Bind the roots.
  3. Use the phenomena that a good answer can be obtained if a good question is asked.
  4. In order to ask a good question, use the preliminary draft which was made by the full timer and secretary.
  5. If you ask the part or spot time member to make a preliminary draft, then it will take a long time before you get it from him or her.
- All task team members will be categorized as:
1. Full timer
  2. Half timer
  3. Part timer
  4. Spot time



· Step of "pre-pre-draft-pre draft-draft-approved" must be kept.

**2.6-2 Categorization of pre-pre-draft, pre-draft, draft, approval**



**Fig. 2.6-3 Organizational style change depending on the phase**  
**IMAGE OF MANAGEMENT HIERARCHY OF PROJECT LIFECYCLE**

(i.e.; SPACE DEVELOPMENT)

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