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In composition and speech, the organization is the arrangement of ideas, incidents, evidence, or details in a perceptible order in a paragraph, essay, or speech. It is also known as the elements' arrangement or dispositio, as in classical rhetoric. It was defined by Aristotle in "Metaphysics" as "the order of that which has parts, either according to place or potentia or form." As Diana Hacker wrote in "Rules for Writers," "Although paragraphs (and indeed whole essays) may be patterned in any number of ways, certain patterns of organization occur frequently, either alone or in combination: examples and illustrations, narration, description, process, comparison and contrast, analogy, cause and effect, classification and division, and definition. There is nothing particularly magical about these patterns (sometimes called methods of development). They simply reflect some of the ways in which we think." (Diana Hacker, with Nancy I. Sommers, Thomas Robert Jehn, and Jane Rosenzweig, "Rules for Writers with 2009 MLA and 2010 APA Updates," Bedford/St. Martin's, 2009) Basically, the goal is to choose an organizational method that enables your report, essay, presentation, or article to clearly convey your information and message to your audience. Your topic and message will dictate that. Are you trying to persuade, report findings, describe something, compare and contrast two things, instruct, or tell someone's story? Figure out the thesis statement or message you want to get across—boil it down in one sentence if you can—and what you aim to do will help you to choose your essay's structure. If you're writing instructional text, you'll want to go in chronological order. If you're reporting findings of an experiment or your conclusions after analyzing a text, you'll start with your thesis statement and then support your ideas with evidence, explaining how you came to your conclusion. If you're telling someone's story, you may have a chronological organization for much of the piece, but not necessarily right at the introduction. If you're writing a news story for a publication, you may need to work in reverse-pyramid style, which puts the most immediate information up top, giving people the gist of the story even if they read only one or two paragraphs. They'll get more detail the further into the story they read. Even if you just sketch a rough outline on scratch paper with a topic list and arrows, making it will help the drafting of the paper go more smoothly. Putting a plan in place can also save you time later because you'll be able to rearrange things even before you start writing. Having an outline doesn't mean things won't change as you go, but just having one can help ground you and give you a place to start. Dwight Macdonald wrote in The New York Times, "[T]he great basic principle of organization: put everything on the same subject in the same place. I remember when an editor, Ralph Ingersoll I think, casually explained this trick of the trade to me, that my first reaction was 'obviously,' my second 'but why didn't it ever occur to me?' and my third that it was one of those profound banalities 'everybody knows' after they've been told." (Review of "Luce and His Empire," in "The New York Times Book Review," 1972. Rpt. in "Discriminations: Essays and Afterthoughts, 1938-1974," by Dwight Macdonald. Viking Press, 1974) Whatever you write, you'll need a strong introduction. If your readers don't find something to hook their interest in the first paragraph, all your research and effort into making your report won't achieve their goal of informing or persuading an audience. After the intro, then you get into the meat of your information. You won't necessarily write your intro first, even though your reader will see it first. Sometimes you need to start in the middle, just so you're not overwhelmed with a blank page for long. Start with the basics, the background, or boiling down your research—just to get going—and come back to writing the intro at the end. Writing the background often gives you an idea of how you want to do the intro, so you don't need to fret over it. Just get the words moving. Don't get too hung up on a particular formula for each paragraph, though. Stephen Wilbers wrote, "Paragraphs range from tightly structured to loosely structured. Any scheme will do as long as the paragraph seems to hold together. Many paragraphs begin with a topic sentence or generalization, followed by a clarifying or limiting statement and one or more sentences of explanation or development. Some conclude with a resolution statement. Others delay the topic sentence until the end. Others have no topic sentence at all. Each paragraph should be designed to achieve its particular purpose." ("Keys to Great Writing," Writer's Digest Books, 2000) Some pieces that you write may need a wrap-up type of conclusion—especially if you're out to persuade or present findings—where you give a quick summary of the high points of what you've just presented in detail. Shorter papers may not necessarily need this type of conclusion, as it will feel overly repetitive or belabored to the reader. Instead of a straight-out summary, you can come at it a bit differently and discuss the significance of your topic, set up a sequel (talk about its potential in the future), or bring back the scene from the beginning with a little added twist, knowing what you know now, with the information presented in the article. Writing a speech or presentation is similar to writing a paper, but you may need a bit more "bounce back" to your main points—depending on the length of your presentation and the detail you plan to cover—to make sure that the crux of your information is solidified in the audience members' mind. Speeches and presentations likely do need "highlights" in a summary conclusion, but none of the repetition need be long—just enough to make the message memorable. An organizational structure defines the scope of acceptable behavior within an organization, its lines of authority and accountability, and to some extent the organization's relationship with its external environment. More specifically, it shows the pattern or arrangement of jobs and groups of jobs within an organization and yet it is more than an organizational chart. The organizational structure pertains to both reporting and operational relationships, provided they have some degree of permanence. The individual elements of an organizational structure typically include a variety of components that one may usefully see as building blocks: 1) departments or divisions; 2) management hierarchy; 3) rules, procedures, and goals; and 4) more temporary building blocks such as task forces or committees. Ideally, organizational structures should be shaped and implemented for the primary purpose of facilitating the achievement of organizational goals in an efficient manner. Indeed, having a suitable organizational structure in place—one that recognizes and addresses the various human and business realities of the company in question—is a prerequisite for long-term success. Nonetheless, all too often organizational structures do not contribute positively to a company's performance. This is usually because the structure was allowed to grow somewhat organically and was not redesigned as the company grew so as to more efficiently guide the behavior of individuals and groups so that they would be maximally productive, efficient, flexible, and motivated. Small business owners seeking to establish a beneficial organizational structure need to recognize that the process may be complex since this task is often left until a start-up organization has already been established. By then, a de facto structure exists and changing it will need to be done carefully so as not to alienating or frustrating key players. Even large corporations that attempt to restructure or reorganize and implement a new or changed organizational structure may discover that simply announcing a new structure does not immediately translate into actual change. Hierarchy is an important element of any organizational structure. The more levels of management are present in an organization, the more hierarchical it is. During the late 1990s and early 2000s it became fashionable to reduce the hierarchy in large corporations and the trend was dubbed flattening the corporate structure. But, as Eileen Shapiro, a management consultant and author told Patrick J. Kiger in his article "Hidden Hierarchies," things aren't always what they seem. "I've been inside a lot of companies that espouse flat organizational structures and self-management. But when you really start looking at how things actually work, you find that there is in fact a hierarchy—one that is not explicit." She explains that most firms, regardless of style, do actually have a hierarchy, whether explicit or not, and that trying to reflect the true, functional hierarchy in the organizational structure will help prevent the hidden hierarchy phenomenon. It also prevents the misunderstandings that can arise when the explicit organizational structure does not match the actual, functional structure. All sorts of different organizational structures have been proven effective in contributing to business success. Some firms choose highly centralized, rigidly maintained structures, while others—perhaps even in the same industrial sector—develop decentralized, loose arrangements. Both of these organizational types can survive and even thrive. There is no one best way to design an organization or type of structure. Each depends upon the company involved, its needs and goals, and even the personalities of the individuals involved in the case of small businesses. The type of business in which an organization is involved is also a factor in designing an effective organizational structure. Organizations operate in different environments with different products, strategies, constraints, and opportunities, each of which may influence the design of an ideal organizational structure. But despite the wide variety of organizational structures that can be found in the business world, the successful ones tend to share certain characteristics. Indeed, business experts cite a number of characteristics that separate effective organizational structures from ineffective designs. Recognition of these factors is especially important for entrepreneurs and established small business owners, since these individuals play such a pivotal role in determining the final layout of their enterprises. As small business owners weigh their various options in this realm, they should make sure that the following factors are taken into consideration: Relative strengths and weaknesses of various organizational forms. Legal advantages and disadvantages of organizational structure options. Advantages and drawbacks of departmentalization options. Likely growth patterns of the company. Reporting relationships that are currently in place. Reporting and authority relationships that you hope will be implemented in the future. Optimum ratios of supervisors/managers to subordinates. Suitable level of autonomy/empowerment to be granted to employees at various levels of the organization (while still recognizing individual capacities for independent work). Structures that will produce optimum worker satisfaction. Structures that will produce optimum operational efficiency. Once all these factors have been objectively examined and blended into an effective organizational structure, the small business owner will then be in a position to pursue his/her business goals with a far greater likelihood of success. Day, George. "Aligning Organizational Structure to the Market." Business Strategy Review. Autumn 1999. Kiger, Patrick J. "Hidden Hierarchies." 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