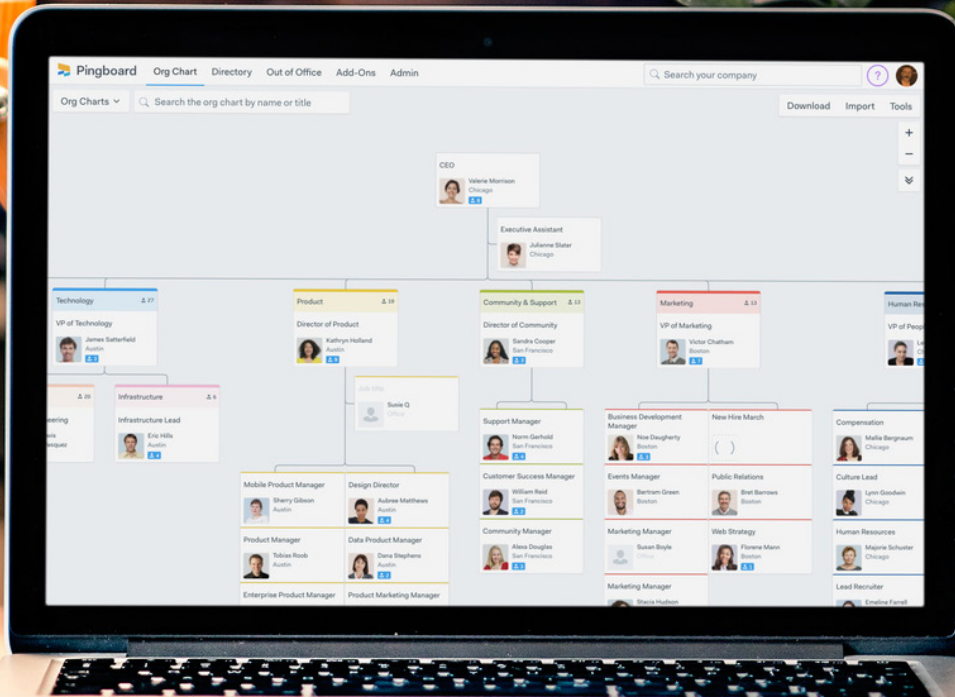


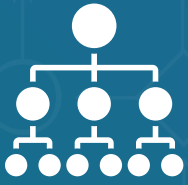


# The Definitive Guide to Org Charts



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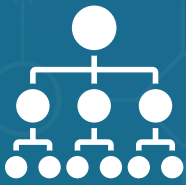


# What Is an Org Chart and Why Are They Important?









# The Evolution of the Org Chart

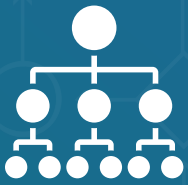




The first org chart was credited to Daniel McCallum, a general manager at Erie Railroad. It looked more like a complex family tree than what we now imagine and tried to illustrate the complicated structure of the Erie railroad system and its employees. IBM changed things up a bit by introducing the more familiar pyramid shaped org chart.

Functional org structures came nearly 50 years later, followed by divisional and product-oriented structures and matrix structures. Since the 1970s, organizations have gotten increasingly more creative in how they are structured to reflect the changing workforce dynamics. Today, there are few rules in how a company is structured, making the org chart a moving target.

The future of org charts is as uncertain as the changing structures they represent. It is clear that today's progressive, fast-growing organization needs a new kind of org chart. Companies are increasingly cross-functional and networked in structure, rather than simply vertical. There are fewer lines and boxes and more inter-related, dynamic ecosystems. Managers and teams are agile, forming and re-forming productive relationships on the fly. Talent and responsibility are allocated across multiple projects and geographies. Yet, through all of this, a shared sense of culture and employee engagement is more crucial than ever. The org chart is definitely evolving, embracing technology and mobility to better address the needs organizations have today.



# Ways to Use an Org Chart





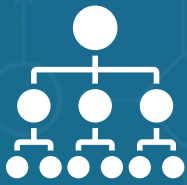
The one-dimensional org charts we once rarely referenced have benefitted from technological advances. They still help business leaders identify resource gaps and help all employees see who is who, but they can also help with budgeting, hiring planning, communicating, managing re-orgs, talent allocation and many other tasks across all employees.

Because these org chart can now be mobile and accessible through a company app, employees up and down the ladder

have real-time access to know who's who and who does what. It can be a daily tool for everyone, managers as well as employees, to get the knowledge, resources, information and alerts they need the instant they need it. The org chart becomes a powerful tool to connect with people and better understand the organization as a whole.







# How to Build an Org Chart that Will Be Used



If you want your company org chart to emerge from the shadows and actually be used as incredible resource is has the potential to be, a few questions must be considered.

- ✓ **Where is your employee data?**
- ✓ **Who will be responsible for inputting employee data into the org chart?**
- ✓ **How often will the data be updated?**
- ✓ **What is your organizational structure?**
- ✓ **How do you want your organization to be visually represented?**
- ✓ **How will it be updated?**
- ✓ **Will it be shared electronically and/or printed?**
- ✓ **Who can benefit from the org chart resource?**
- ✓ **What executive-level support can you obtain?**
- ✓ **How can you best announce, train and incentivize employees for the easiest adoption?**
- ✓ **How soon can you make the resource available for employees to use?**





# The Relationship between Organizational Design, Organizational Structure, and Organizational Charts



Organizational design, organizational structure and organizational charts are terms we frequently hear, but are they all the same or are they distinct? If you've ever wondered about their relationship with each other, you've come to the right place.

While all three are inherently related, they each have their own definitions, purposes and challenges. They build on each other, with organizational design as the foundation, organizational structure as the by-product, and organizational charts as the representation.

Companies who ignore one of these layers can find themselves in a constant state of restructuring. They either didn't consider their company culture and emerging technology, or they attempted to illustrate a dynamic architecture without understanding the complexity of relationships within the organization.

When organizational design drives the organizational structure, then the organizational charts can be a more accurate and useful rendering of company values, its culture and its focus.





## Organizational Design Definition

If there is one constant in life, it is change. This applies to our personal lives as well as the corporate landscape. Companies who desire the nimbleness and flexibility to adapt must consider the driving forces of change: employee culture, technology, changing market demand and employee expectations. HR, in particular, contends with not only employee hiring and onboarding, but keeping those employees content through a rapid growth trajectory they expect.

In the Global Human Capital Trends 2016 report by Deloitte, more than 7,000 executives from over 130 countries responded to the survey. It found that 92 percent of executives said redesigning their organizations was a critical priority. “The ‘new organization’ is built around highly empowered teams, driven by a new model of management, and led by a breed of younger, more globally diverse leaders,” says Deloitte.

Organizations are in flux, realizing they must reassess how they attract and retain talent, how they respond to changing market demand, and how they leverage existing and emerging technology to enable an agile and progressive environment. Idea innovation can come from anywhere and the push for creativity and collaboration is finally knocking down silos in favor of more open ecosystems.

Today’s younger population includes millennials (people between the ages of 18 and 34), who have been raised on technology, are highly engaged through social media, and see their jobs less as a career and more as a stepping stone to something else. In order to attract and retain the best talent from this millennial pool, they have to step up their game and develop a compelling brand, a strategy, and ultimately a culture of innovation, collaboration, creativity, diversity and growth.

These are big changes to any enterprise who historically may have cared more about the bottom line than employee development. CEOs must work with HR and marketing to not only redefine and redesign the external brand to appeal to a more demanding consumer base, but to job seekers who have the skillsets these evolving companies need to take them to the next level in this digital world.

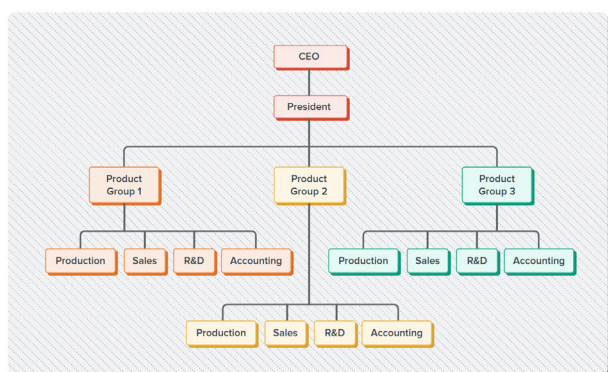
**“Companies who desire the nimbleness and flexibility to adapt must consider the driving forces of change: employee culture, technology, changing market demand and employee expectations.”**

## Organizational Structure

How a company is designed will naturally influence its corporate structure. The sole purpose of changing organizational design is to better reflect the more culturally diverse, collaborative environment of people who share ideas and information. Traditional structures, however, can fail to capture this more modern design. Companies are developing new missions, new perspectives, and new processes. These can be difficult to articulate and even harder to depict.

More traditional structures, such as hierarchical, functional, divisional, and product, are no longer the only options. They have struggled to accurately model the new agile, customer- and employee-focused organization.

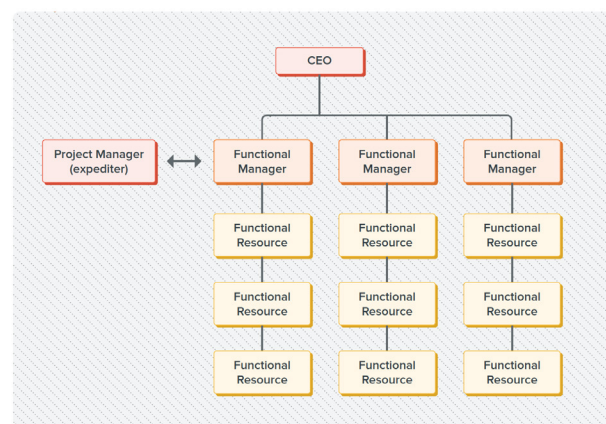
## Divisional and Product Structured Organizations



Organizations who are structured by divisions or product lines can suffer from the same fate. Because the company is divided by specific division or product,

each are operated as separate companies. Even though the company is organized and structured, ideas, processes, data, technology, and resources are rarely shared.

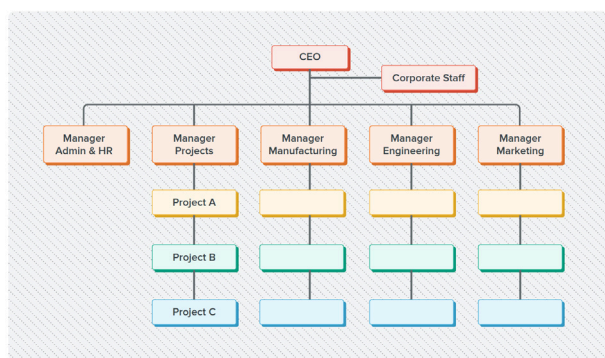
## Functional Structured Organizations



The functional organization aims to group employees by the specific functions performed. Common departments are organized by separating each area and managing them independent of the others. While this structure establishes clear roles, responsibilities and lines of command, a common consequence are silos, such as a finance department that rarely collaborates with IT.

Silos are rarely a good thing. They discourage collaboration between departments. Ideas, data and knowledge are confined to that one department. This has a ripple effect of increasing costs and decreasing productivity as efforts and expenditures are duplicated across departments.

## Matrix Organizations



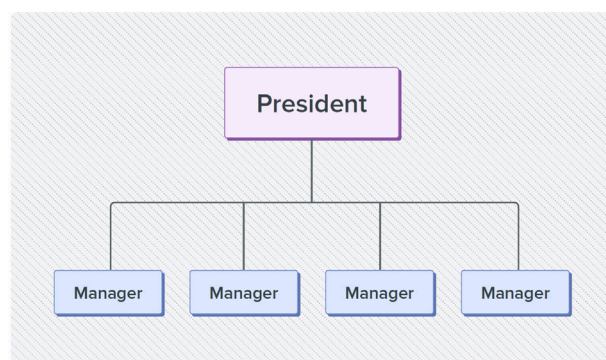
An organization that has a matrix structure can do a better job at fostering cross-company teamwork than those divided by functions, divisions or products while still adhering to a distinct reporting architecture. Teams are created by bringing people together from different areas of the business. They may report horizontally and vertically and be part of a functional group while at the same time, serve on a specific team.

Employees have responsibility for their projects as well as their team's success. Silos are less of a problem, yet because employees may receive direction from different managers, there can be some confusion as to how to prioritize work.

Many companies are opting for more flat, holacratic structures that represent the interconnected teams that form the corporate ecosystem. These newer models allow organizations to be more flexible and appreciate the modern design.

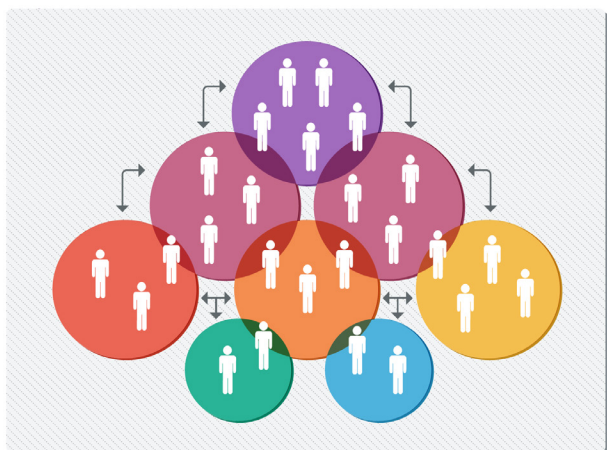
## Flat Structures

The flat structure generally consists of a small number of levels and a broad span of management at each of those levels. Every employee is given equal footing so decisions are made either in collaboration or autonomously. This gives employees the feeling they are contributing equally on projects and are therefore similarly valued.



The flat structure is more ideal for smaller companies where employees are used to wearing many hats and working together on whatever needs to be accomplished. As the company grows, the flat structure is more challenging to pull off. The consequence of a more lax structure can slow decisions because they are made as a democracy with everyone having a say.

## Holacracy Structure



A holacracy is perhaps the latest attempt at mapping the organization without a more formal structure. These more modern companies respect the creativity and shared knowledge of the flat organization but blend departments and roles so decisions can be made from anywhere by anyone.

Employees are organized around work, projects and objectives rather than divisions or products. This hybrid approach offers a bit of structure without the rigidity, while still giving employees the autonomy to work freely within that structure.

These more free-form structures have something in common: the company is structured as a “team of teams” versus clear divisions of labor. These teams may be comprised of people from many areas of the business, including sales,

marketing, finance, legal, and IT. They focus on a specific challenge or project, contributing their knowledge base to solve the problem, bring a product or service to market, or manage a project through its entire lifecycle. These employees may only work together as a team on a single project before disbanding and being pulled into a different project with an entirely new mix of people.

With every employee collaborating on multiple projects across the enterprise and working in many different teams on a variety of tasks, how does an organization then designate a leader? How is employee performance measured? How do employees grow and develop? How are resources planned, managed, and tracked?

These are questions the newly structured companies are facing and why it can be so challenging to put a pen to paper to draw out the relationships. Without distinct job descriptions or reporting structures, the lines in the traditional organizational structure are blurred. Companies must rethink how these cross-functional network of teams can be mapped without building fences. Enabling this flexible structure to exist may bring chaos to a company who doesn't have the architecture to support it. There must be a balance between structure and agility.



## Hierarchical Organizations

Hierarchical organizations are typical of larger organizations where there is a distinct chain of vertical command. One or more people may at the higher management levels with their direct reports having dozens, even hundreds, of employees reporting to them. There is generally a president or chief executive officer, followed by vice presidents, directors and managers of different functional areas.

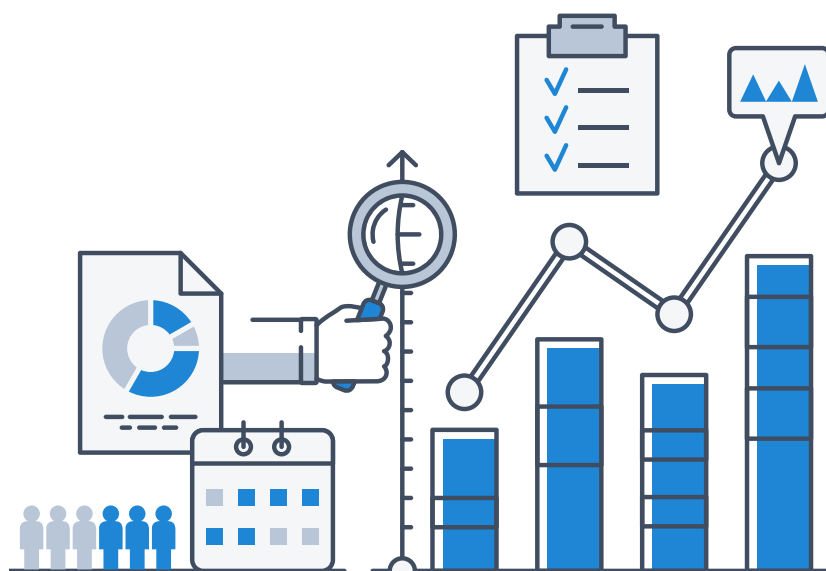
In a hierarchy, there is definite structure, ranks and even bureaucracy. Roles, responsibilities and management levels are clear with little to no cross-team collaboration. Hierarchies can have many layers of management or be flatter, with only a few layers of reporting

## Organizational Charts

Org charts present a visual representation of the organizational structure. Because of the increasingly ambiguous construction of the more agile organizations, traditional org charts don't always do a great job at mapping the actual structure. It is more difficult to depict cross-team collaboration, multiple and dynamic job roles, a lack of executive management, and other undefined models so prevalent in innovative, progressive companies.

Live org chart software can bring order to the abstract. The software is purposely built to help organizations illustrate their structure, as well as communicate their design philosophy. Technology enables impressive functionality that older org chart tools can not match, making the org chart a valuable asset and resource to any organization.

A portion of the Deloitte report focuses on how to reimagine HR and the employee experience in the digital world. Afterall, HR often bears the brunt of managing the org chart and all of its constant updates. The report says, "Innovative HR organizations are integrating mobile and cloud technologies to build an app-based set of services designed to incorporate HR programs into an employee's daily life.... By bringing together design thinking and mobile technology, companies can now develop their own custom apps to make work easier, more productive, and more enjoyable."



The survey results prove how this concept is taking shape in HR departments across industries. In 2016, 74 percent of executives said digital HR is a top priority. What is digital HR? It's bringing many of the back-office HR systems, employee profile management, employee directories, and corporate org charts to the fingertips of employees across the company. By removing the barrier between HR systems and employees, companies can be more transparent and employees more self-sufficient. Even better, this sharing of information reflects the new design philosophy and organizational structure the company espouses.

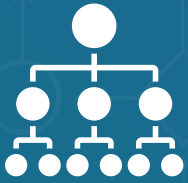
HR no longer owns the information. Employees take ownership by performing many typically HR-driven functions themselves from their mobile device using these customized apps like org chart software. This new digital capability helps employees form the teams they need to best execute a project because they have better access to the required resources. Finding specific skill sets no longer requires multiple emails and questions. Instead, employee profiles are available 24/7 from the org chart software. The org chart becomes part of the employee's daily life, as Deloitte puts it.

These profiles are critical in finding the needed resources, but also in understanding the mix of talent under the

corporate roof. Resource gaps are easily identified and because the employee profiles include detailed experience, it is easy to determine if the skill set exists internally or headcount needs to be added. Leveraging the full potential of every employee not only helps the company achieve greater human capital ROI, but it establishes growth opportunities the younger workforce so desires. Cross-team collaboration means a variety of skills can be utilized instead of pigeonholing each employee into a specific job function. Employees have room to grow, to work with new people, to learn from each other, and to be more fulfilled at work.

Org chart software does much more than simply draw an organization's structure on paper. It brings employees together, giving them a platform to share personal and professional details that foster growth in career paths and relationships.

Having the entire employee base with all of their skills presented in a single, accessible resource helps promote productivity, efficiency, and collaboration. These are the qualities this new generation of workers are looking for and comparing in their job hunt. These are the assets an organization can market to attract these employees, keep them happy, and stay ahead of the competition.



# What Is an Organizational Chart and Why Is It Important?







## The Org Chart

The traditional org chart (or hierarchy chart) is the graphical representation of an organization's structure. Its purpose is to illustrate the relationships and relative ranks of job positions within the organization. Employee names and titles and/or job positions are generally depicted in boxes or circles with lines linking them to other employees and departments. By looking at the org chart, people can gain a quick understanding of how the organization is designed, its number of levels and where each employee fits into the organization.

In the past, organizational charts have been used primarily by HR, business leaders and new hires. HR is often responsible for maintaining the org chart by updating it with new hires and when employees change positions or

leave the company. When other business units need the org chart, they know who to go to. Business leaders use the org chart in several instances, such as for presentations, to justify adding or reducing headcount, and to determine where an employee might have the opportunity to shift job roles.

For the new hire, the organization chart can be a lifeline, helping them to learn names and titles and to better understand where they fit into the overall corporate structure. New hires get names thrown at them constantly and the org chart can be a great resource to find out who all those people actually are. Any employee, in fact, can benefit from having their co-workers names, photos, and professional and personal profiles at their fingertips.

**“Business leaders use the org chart in several instances, such as for presentations, to justify adding or reducing headcount, and to determine where an employee might have the opportunity to shift job roles.”**



## Challenges with Traditional Org Charts

There are several problems with the traditional org chart, however. The most obvious is that up until recently, it was a static document. HR doesn't always remember or have time to make the updates, particularly when a company is growing rapidly and adding headcount on a regular basis. The org chart quickly becomes a historical document rather than a real-time resource. Every added or changed position requires a manual edit, then the new document must be redistributed. By the time everyone has the updated chart, it's outdated the second any position is added or changed.

The counter-effect of all of these required edits is it changes perceptions of the chart's usefulness. Everyone understands it is likely inaccurate so they either make do with bad data or they choose not to use it at all. Instead of it being a real-time representation of the company, it is theoretical. Not exactly the kind of data business leaders can depend on for making sound decisions.

Another issue with outdated tools are they have a difficult time adjusting to the more creative and progressive organizational structures of many of today's companies.

Instead of the easily illustrated structures of product- and division-based companies, for instance, we are seeing more "flat" and "holacracy" structures that actually have very little structure to them at all. These organizations have a cross-collaboration culture that encourages everyone to do what needs to be done, work in multiple teams and offer their talents wherever they can best be leveraged. Instead of silos, these companies are more a "team of teams." While this design may foster innovation, creativity and collaboration, how do you draw the lines to represent it?

Thankfully, with emerging technology, organization charts has come into this digital age. Live org charts can do much more than diagram with boxes and lines. In fact, org chart software solves all of the problems inherent with Visio and PowerPoint, for instance, while adding features every employee can appreciate. It's no longer just a management tool.

**"The org chart quickly becomes a historical document rather than a real-time resource."**

## Benefits of Live Org Chart Software

Because live org chart software is often a cloud-based application, every edit is automatically saved in real time, ensuring only the latest version is published. When it comes to making those updates, HR doesn't have to be the only one with the responsibility. In fact, solutions today can even sync data with other internal systems to ensure the org chart is always up to date. Employees and managers can get into the app just as easily to make changes as well.

Employees can upload headshot photos or get creative with facts about themselves. Companies can make this fun, asking employees to upload a photo of them with their favorite team jersey, beloved pet, or enjoying their favorite hobby. These pictures can be a great way for employees to present a different side of themselves, helping them to humanize their job title and encourage dialogue amongst co-workers.

Beyond job titles, the software includes opportunities for organizations to add custom fields, such as past education, current projects, "Ask me about...", related

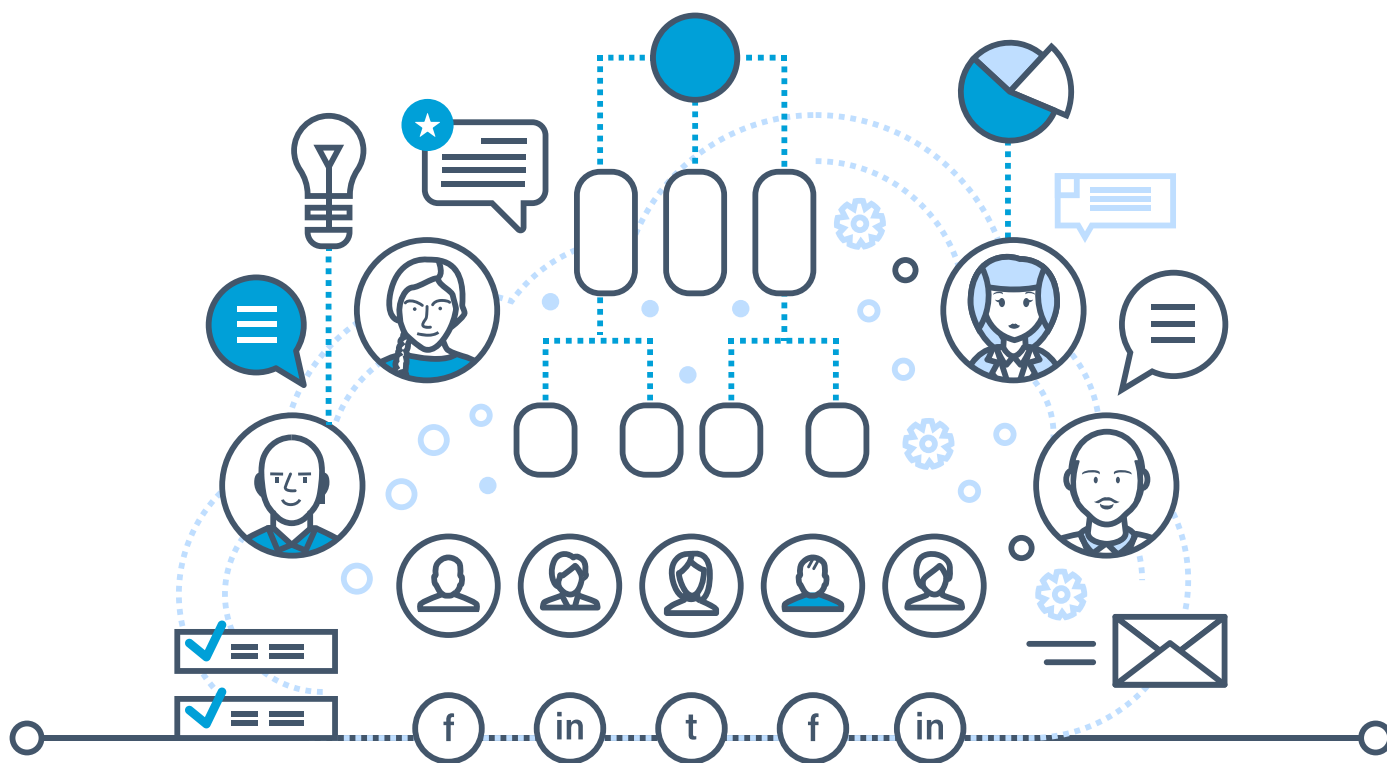
training, and specific skill sets, just to name a few. These are bullet points that are highly beneficial for anyone searching for someone with a particular knowledge base. These efficiencies add up quickly. By presenting every employee and their experience at the fingertips of users, people find who they need quickly so they can be more productive and get to know one another much faster.

It's this "getting to know one another" that really matters. When a company is small, such as in the startup phase, everyone wears multiple hats and works together in various roles. But as the company grows and adds people, natural divisions occur. Now there is an official HR department, sales team, marketing group, etc. These people don't always get to work together, making it difficult to know who everyone is and what talents they bring to the table.

Business organization chart software connects people, no matter who they are, what they do or where they work. This is the ideal solution for a growing company, a dispersed workforce, or any organization looking to foster a collaborative culture of sharing ideas and information.

Imagine walking to a meeting and being able to scan the bios of everyone who will be in that meeting while you are on your way. No more awkward introductions or forgotten projects on which you may have worked together. With the tap of a finger, you can see exactly which projects on which you've collaborated, who they report to and personal facts that help start a conversation.

The organizational chart suddenly becomes a vital resource for the entire organization, becoming part of the daily routine and something everyone enjoys using.



## Use Cases

Not every organization uses organization charts the same way, however, those who have implemented live org chart software find they can do more than they anticipated when they first purchased it. Here are a few use cases to give you an idea of how today's org charts can be beneficial to an organization.

### New Hire Onboarding

When a company hires a new employee, the onboarding process is often slow. The new hire may even say it is painful. Why? Because learning your way around the new office is hard enough, knowing who you need to know is another beast. Studies show one of the biggest challenges for new hires is learning about their coworkers and who does what. Being introduced to dozens of people daily can be overwhelming, confusing and even frustrating. Most new hires want to impress right out of the gate, but if they don't know who to go to for help and information, they spend the bulk of their day searching instead of producing results.

The business organization chart changes that the instant they come on board. Using the org chart app, they can quickly learn who is who, who does what, who works where, and who they need to get to know. For instance, if the new employee is hired in marketing, they need to know the person

in legal who needs to review their work. By simply searching in the org chart app under "legal," the names of every person in legal will be presented. From there, the new employee can drill into each profile to find out who works specifically with marketing.

The new employee can read a little about the attorney and then tap his picture to be instantly connected to him via phone or email. Even better, the new hire can see where the attorney is located to walk over and personally introduce himself.

Another way the software can benefit new hires is by helping them put faces with names. Because the profiles include photos, the new hire can type in a name and instantly see their picture. This can be helpful before and after meetings, and to learn team members' names quickly.

**"Most new hires want to impress right out of the gate, but if they don't know who to go to for help and information, they spend the bulk of their day searching instead of producing results."**



## Remote Employee Engagement

Today's workforce is markedly different from even a decade ago. [Gallup](#) reports telecommuting for work has climbed to 37 percent in 2015, up nearly 10 percentage points since 2008. More companies are allowing employees to work remotely or have a dispersed workforce structure. These employees may only rarely step foot in the corporate office, making it difficult to feel part of the team.

While companies who offer flexible work environments and hours are more likely to draw high-demand workers, it can be challenging to help them connect with co-workers. Org chart software is one way organizations can bring a virtual team together. Because every employee has detailed co-worker information accessible from their mobile device, they can quickly find who they need and connect with them. They can see their photos, read their profiles, and find details to connect on a more personal level. Being remote no longer has to mean being alone.

## Employee Productivity

Employees spend hours every day looking for people and information. When combined with every employee per day, the number of wasted hours increases

exponentially. One study puts the number at [2.5 hours per employee](#) per week searching for people and information. This has a significant impact on productivity and efficiency.

Org chart software helps people find who they need, even if they aren't sure who they are looking for. Take, for instance, a person in finance who needs to speak with someone in HR but they aren't sure who. By inputting a few keywords in the search box, similar to a Google search, they can rapidly find every person in HR who fits that description. They can then drill deeper into each HR profile to further narrow their search. Instead of sending emails or interrupting others to ask for this information, they have it all at their fingertips whenever they need it.



## Employee Happiness

Studies have shown that what makes people happiest isn't their income, but relationships and health. The workplace is ripe for these relationships yet many still feel isolated at work. Up to [70 percent](#) of people say having friends at work is the most crucial element to a happy working life.

CEOs can make a significant impact in the lives of his or her employees by giving them a platform to build those relationships. Modern organization charts help people connect in ways no other software does. It gives them information they can use to be more productive, but also details about each other that help forge friendships.

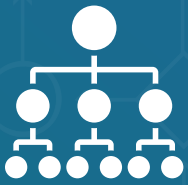
Most organizations who use this software enjoy adding more personal fields to make the profiles more interesting. Including searchable items such as pets, favorite foods and restaurants, most recent vacation spot, hobbies and /or interests, engages employees on both ends. People typically like talking about themselves and telling their story while others enjoy finding new facts about their co-workers. This also helps bridge gaps where employees may have never had a reason to speak. Now, when they can find common interests and backgrounds from these profiles, employees can start a conversation that often leads to real relationships.

## Employee Growth

Another factor in keeping employees happy involves growth opportunities. [Gallup](#) found that opportunities to grow are among the top three factors that keep employees content. Org chart software helps everyone discover the skillsets that may not be available in their own department. The pool of talent suddenly expands, giving employees the flexibility to use their talents and abilities across departments and across the company.

It all starts, however, with communication. Every employee in the company should know what they are expected to do, how their role contributes to the overall success of the company, and where they have opportunities to grow their skills. Companies must define roles and individual growth paths to give employees something to aspire to and then provide the education and training to get there.

When companies can engage their employees, connect them to each other in both professional and personal ways, and help them be more productive, it's amazing what can happen. If you haven't seen what live org charts can do, it's worth the research to discover its many benefits.



# The Evolution of the Org Chart





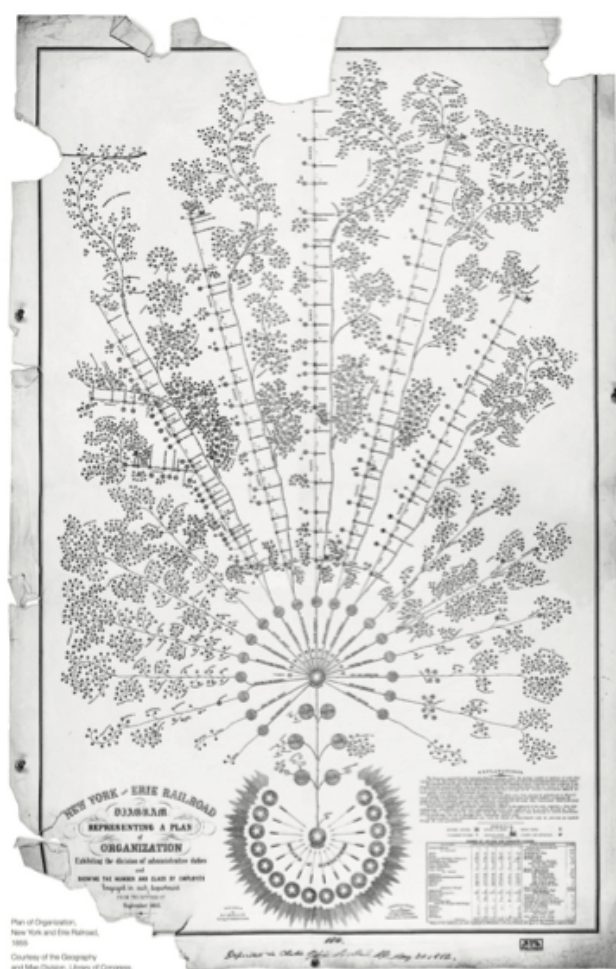
## Daniel McCallum's Railroad Chart

The business organizational chart is by no means new. In fact, it was 1855 when the first such chart was drawn and it wasn't called an org chart, an organizational chart, or even a business chart. It was referred to as a "Diagram representing a plan of organization exhibiting the division of administrative duties and showing the number and class of employees engaged in each department from the returns of September 1855." Clearly the person who gave the diagram its name wasn't concerned with fancy titles (or ink), yet he did succeed in telling us exactly for what the diagram was to be used.

The railroad diagram looked like an intricate, flowery tree and was meant to illustrate the highly complex nature of the New York and Erie Railway system, along with some frills to make it pretty. [Daniel McCallum](#) is the Scottish-born genius, an American railroad engineer and general manager of the New York and Erie Railroad, credited to its design. [George Holt Henshaw](#) was the Canadian engineer and draftsman responsible for its rendering. Just as its lengthy title asserts, the diagram depicts the various divisions of duties, and the number and types of employees in each department of the said railroad system of which McCallum was in

charge.

McCallum believed in the division of responsibilities and the necessity to make those roles and responsibilities transparent. By diagramming them, not only could a sense of order and control be established, but relationships could be better understood. This idea would spawn a variety of such drawings in the coming years.

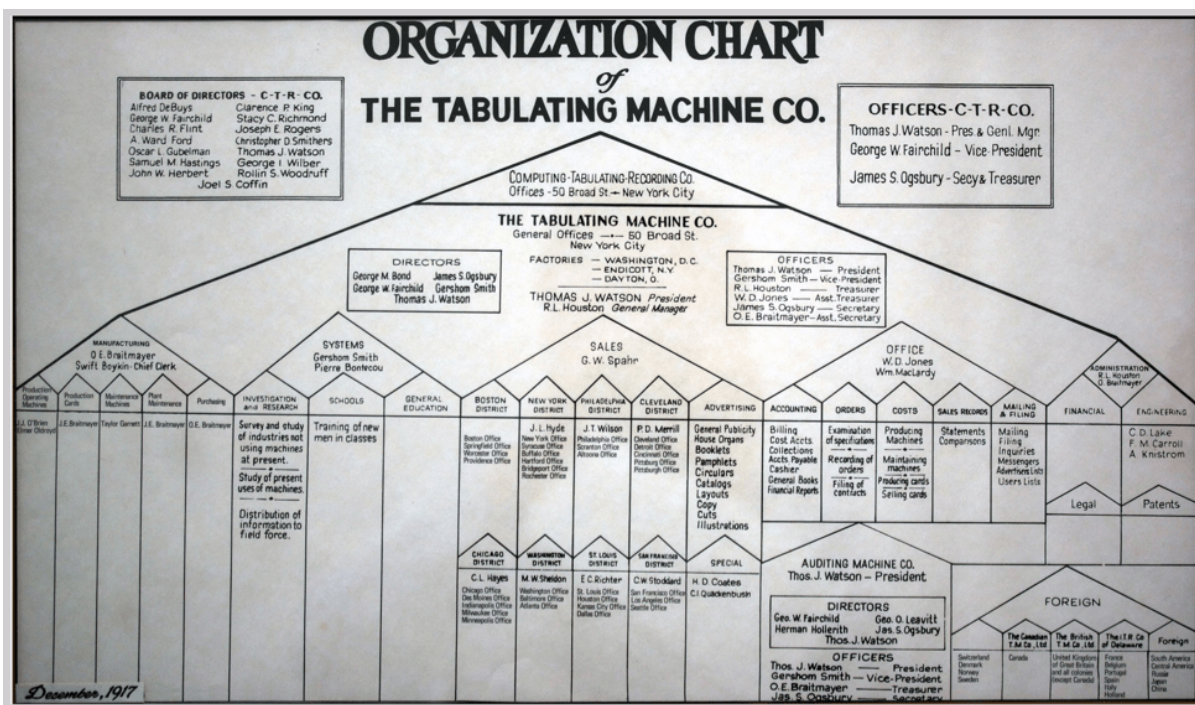


## The IBM Organizational Chart - Functional Organizational Structure

In 1896, Herman Hollerith formed the [Tabulating Machine Company](#) after being awarded a federal contract to develop a machine to count the influx of U.S. immigrants in the height of the Industrial Revolution. After several business and product launches and consolidations, the company was eventually renamed the Computing-Tabulating-Recording Company (CTR). The company was expanding rapidly, both geographically and functionally and needed a way to visualize the relationships and relative ranks of its job positions. It is undocumented as to whether Hollerith or anyone at CTR referenced McCallum's work or if they

came up with the idea on their own, but in 1917, a new type of organizational chart was birthed.

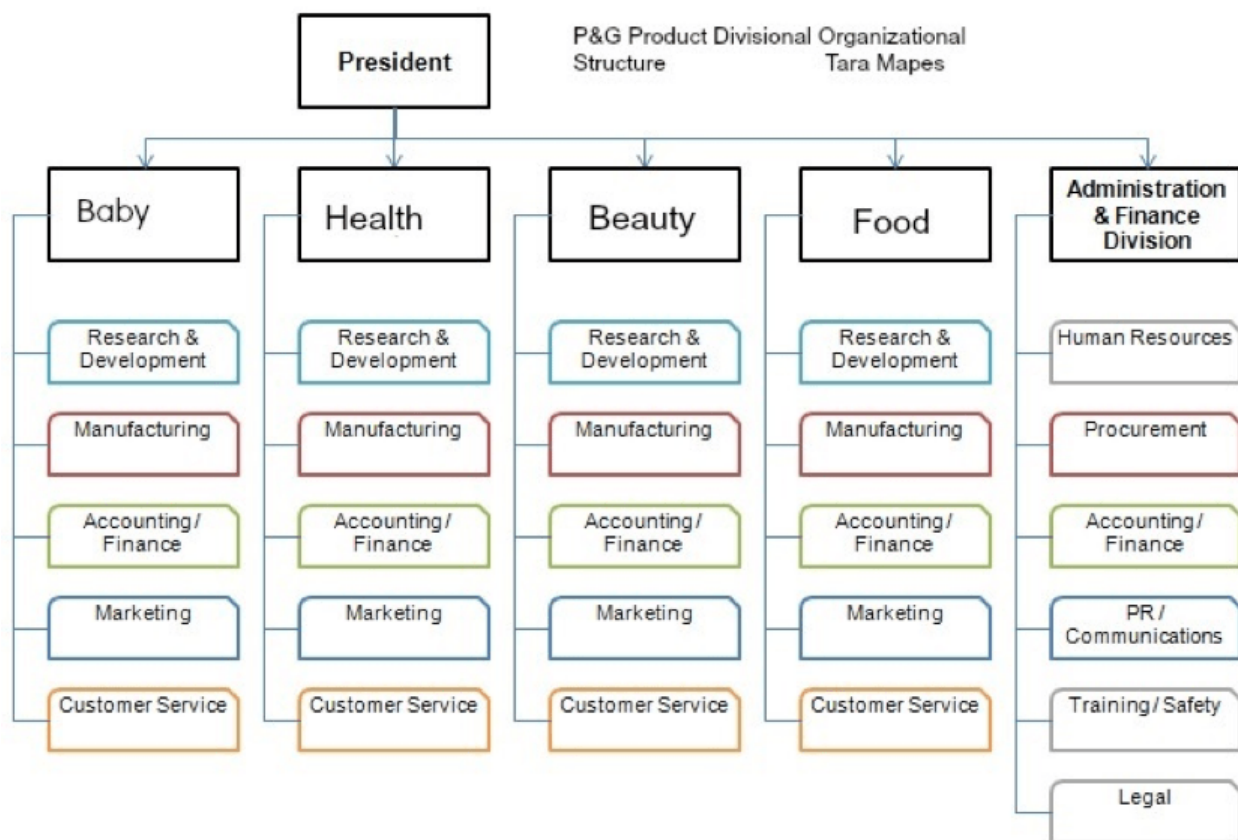
Instead of the more whimsical, tree-like figure of the railroad system, CTR drew their organizational structure in a highly symmetrical, pyramidal form. The relatively no-frills chart showed the functional divisions, as well as the geographical and departmental subcategories with their definitions. This chart may not have been as pretty as its predecessor but it offered much more detailed information. The company continued to grow and evolve and in 1924 was finally renamed International Business Machines, a.k.a IBM.



## Product and Divisional Organizational Structure

IBM started a trend, as until the early 1950s, most U.S. companies were similarly functionally organized and drafted similar organization charts to illustrate its architecture. It wasn't until the late 1950s-1960s that economic and product growth led to new complexities the functional structures could no longer accurately depict. Companies began to structure themselves around divisions and products instead.

As with Proctor & Gamble depicted in the image above, these organizations believed it to be more efficient to run the various divisions or product groups as separate entities, each with its own functional areas. They concluded that by grouping jobs that require the same knowledge, skills and resources, they can be accomplished more efficiently. Everyone had a single job to do and they did it within their single team.





## Matrix Organizational Structures

By 1970, globalization and increased regulations led to matrix structures.

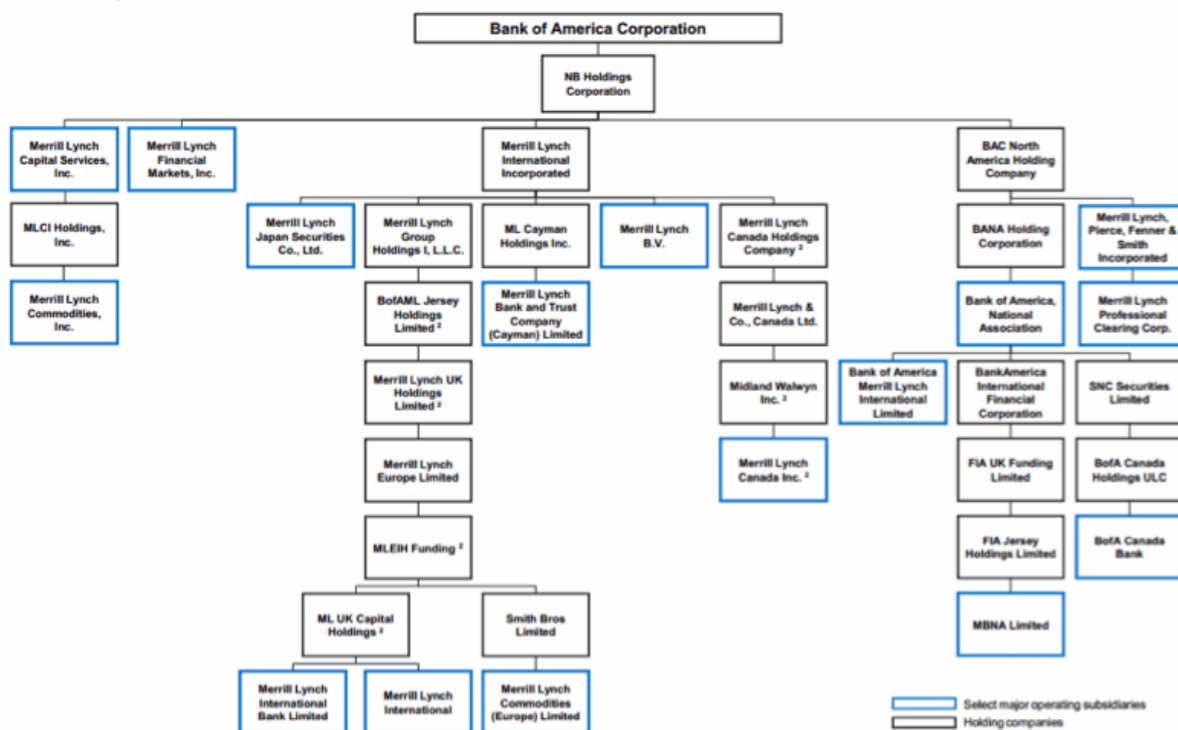
These organizations sought to combine functional and product/division structures to work on specific projects, such as a new product launch. Employees often report to more than one manager and their role may change depending on the project.

This new organizational structure enabled job skills and functions to be shared,

rather than duplicated as with functionally structured organizations. Even though an employee may work in one area using a specific skillset, they had the opportunity to use those skills across departments and projects. This structure enabled employees to broaden their scope a bit and work more collaboratively, yet it still provided the structure and hierarchy of the more traditional organizations.

## Bank of America Corporation: Select Major Subsidiaries <sup>1</sup>

As of January 1, 2015



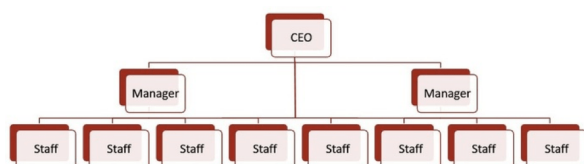
<sup>1</sup> This chart includes only select major operating subsidiaries and associated material holding companies of Bank of America Corporation. Not all subsidiaries of Bank of America are represented.

<sup>2</sup> Reflects a majority-owned subsidiary.

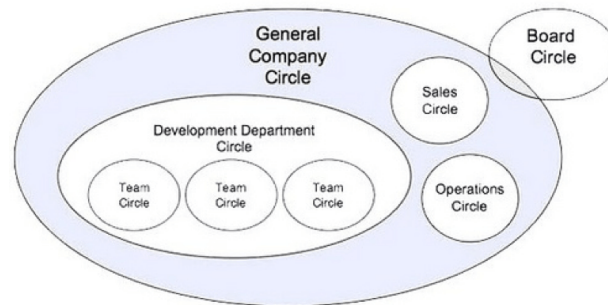
## A New Age of Organizational Structures - Flat and Holacracy Structures

By 1970, peace and love weren't the only symbols of freedom in this country. Organizations wanted to be free from organized structures that tried to constrain them or fit them into a box. Companies ditched the previous organizational structures and began creating their own, often resulting in hybrids of the past. These new structures meant the org chart could better illustrate the flexibility and creativity these organizations so emphatically espoused.

For nearly 50 years, organizations have been reinventing the organization chart. Recently flat and holacracy organizational structures have taken shape, removing the many, if not all, layers of authority in favor of only a few with wider spans of control.



Particularly with holacracies, employees have the ability to work with multiple teams across various projects, sharing skills, data and responsibilities. Everyone is considered equal, job skills and data are shared, and there are little, if any, direct lines of command.



These free-form structures are much more challenging to depict in a traditional organizational chart. Some look more like intricate webs or even an unorganized knot of string, yet proponents believe it is the best way to foster collaboration, innovation and skill growth.

Only the more live org chart software is capable of capturing such relationships. It is obvious the more structured business org charts and the software that people use to draw them are inadequate.

Thankfully, the best org chart software is smarter, more flexible and perfectly suited for the changing organizational designs.

## The Present and Future of Org Charts

How an organization is structured depends on how the company views its work processes and teams. These will be constant variables, ensuring the organizational chart will continue to evolve as cultural shifts, market demand, competitive jockeying and simple economics are at play. Businesses can usually be divided into one of two categories: those who respond to these drivers and those who drive the response.

It is unlikely that all of the org charts up til now will one day be considered archaic. Each has its own merits, borrows from each other, and works well for particular companies, even if only for a period of time. It is common for companies to restructure, whether in response to the drivers mentioned above or because they see an opportunity to reinvent themselves. New companies, of course, have the freedom to design themselves however they please yet as they grow, which is always the goal, they may find themselves in the same predicament as the larger companies who need some sort of structure to remain viable.

The future of organizational charts will continue to build upon the features being implemented as new technology emerges.

In the past, business organization charts were designed using add-on features in software being used for other purposes, such as PowerPoint. Today, there are many solutions purposely built specifically for diagramming organizational structures. They come with features and functionalities that were unheard of and even unimaginable even a couple of decades ago.

Today's best org chart software eliminates the hassles inherent with designing and occasionally referencing the old org chart and makes it a fully interactive experience that is easy to use by anyone. It presents the same information as the historic charts, with infinitely more detail and usability. The org chart has morphed from being a flat, one dimensional drawing to a valuable resource and asset to any company and every employee.

**“The future of organizational charts will continue to build upon the features being implemented as new technology emerges”**

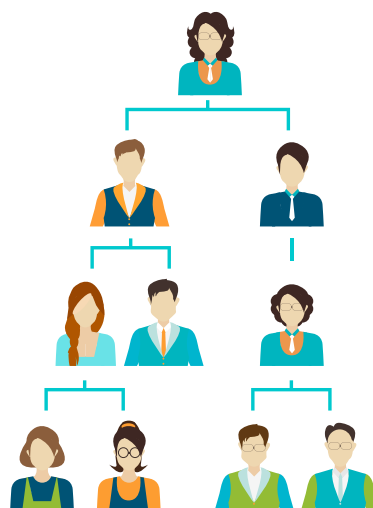
The org chart maker must serve the purpose of accurately depicting the present state of an organization, something org chart software of the past have struggled to do well. The minute there is a change to any position or job function, the org chart becomes outdated. As organizations constantly change, adding and modifying roles and relationships, the software must be able to keep pace by providing real-time updates only the cloud can afford. Instead of a person in HR or a manager feeling the burden of keeping the company chart up to date with certain information, employees can take the lead. This is where mobile apps are critical.

Our culture communicates and completes tasks in a totally new way than when most of the organizational structures were invented. People are using mobile apps to do many of their duties, both personally and professionally. They have come to expect their employer to give them the same flexibility and this trend will only continue. It isn't difficult to imagine a world where everything we do is managed through a device, even building relationships with coworkers.

Org chart software has proven it can do much more than diagram a corporate structure. It is being used to connect people in ways that were previously impossible. Take, for instance, the distributed workforce so common in

today's marketplace. Companies are more global than ever and will have remote workers, satellite offices and facilities spread across the globe for the foreseeable future. While this diversity is exciting and expands opportunities, it also requires sophisticated tools to support employees and help them feel part of the team no matter where they are located.

The software may be a resource tool organizations increasingly depend upon to better integrate the employee base. By putting together the rich employee profile details, employee directory and the organizational chart into their hands of each employee, every employee can find who they need, when they need them. They can build relationships with people based on similarities non-dependent on geographical location. This fosters collaboration and teamwork, along with greater job satisfaction and employee retention.





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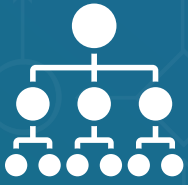
Globalization and the distributed workforce will drive product organizations to innovate in order to find ways to keep employees connected and productive from anywhere and at all times. Org chart software will play a pivotal role in bridging divides yet it will require something every modern technology knows: simplicity is the key to engagement.

Org charts will need to continue to evolve to make it easier to implement, deploy, train and use so employees will readily adopt it and organizations can realize ROI faster. The cloud has changed the game when it comes to productivity yet we all can appreciate the fact that it won't be the last technology to make such massive leaps. New technology is always reshaping how we communicate, work and live. The

business org chart will always be of value, just as it has been since 1855. Yet it has proven it can extend its benefits far beyond simple diagrams of lines and boxes.

What new information will it provide besides names, titles, job function, contact information, skillsets, background information, interests and hobbies, likes and dislikes, and vacation schedules? Only time will tell yet if history teaches us anything, it's that we likely cannot see or predict what's coming next.

**“Globalization and the distributed workforce will drive product organizations to innovate in order to find ways to keep employees connected and productive from anywhere and at all times. Org chart software will play a pivotal role in bridging divides yet it will require something every modern technology knows: simplicity is the key to engagement.”**



# Ways to Use Organizational Charts



When you think of an org chart, you probably think of the diagrams used to illustrate an organization's structure. People use organizational charts to graphically represent the relationships and relative ranks of job positions within the organization. While this is a noble cause and still needed, even after a century and a half since it was invented, the business organizational chart and org chart software have gotten a much needed facelift. Thanks to technology and in response to several contributing factors, the org chart has moved from the buried file folder to the fingertips of every device carrying employee.

It isn't surprising to see the org chart make the move from the desktop to the mobile device. It's how we now work. [IDC](#) recently found the U.S. mobile worker population will grow steadily, increasing from 96.2 million in 2015 to more than 105 million by 2020. How does this compare to the non-mobile worker? By 2020, IDC expects mobile workers will account for nearly three quarters (72 percent) of the total U.S. workforce.

This is likely one of the reasons [Gartner](#) estimates 90 percent of organizations now support corporate applications on personal mobile devices. The 2015 Enterprise Mobile App Trend Report corroborates, finding the average number

of internal-use apps is 35. If organizational chart maker software isn't already part of the mix, here are six reasons why it should be.

## Budget and Resource Planning

Budgeting is rarely any manager's favorite annual task. The paperwork and back-and-forth is bad enough, but actually knowing what is needed can be equally as challenging. It can be hard to forecast potential resource needs 9-12 months in advance, especially if you lack appropriate visibility into resource demand and capacity.

One simple way to understand how resources are allocated is to use org charts. When teams and roles are visually mapped out, it is easier to see where there might be resource gaps or opportunities to extend a resource beyond their current responsibilities. You can identify managers who may have a [span of control](#) that is out of control. [Harvard Business](#) found the span of control has doubled in the past 20 years from an average of five direct reports to nearly ten. Whether or not that is sustainable is highly subjective, yet the org chart helps reveal if there could be any potential issues, such as bottlenecks and skill misalignments.

While using organizational charts for budget and resource planning won't solve the problem, it will give business leaders valuable insight they can use to guide a conversation with a manager. Budget may not need to be allocated to additional headcount if it is found that one team has an under-utilized resource with specific skills who could move to the needed role or take on the work. Similarly, a business leader may see from the org chart that a manager is overwhelmed by too many direct reports. Maybe they have too many heterogeneous direct reports who would be better served by a manager with their own expertise. Such instances would signal that a new manager role needs to be added.

Here's where the mobility comes in. Many

of these resource budgeting conversations happen on the fly, in impromptu meetings, hallway conversations or at lunch, for instance. With an org chart app available on any mobile device, it's easy to pull up the latest org chart to see what's going on. No need to wait until you return to your desk before you can have an informed discussion. Not only is the corporate org chart at your fingertips, but you can drill into each team member's profile to see what their role and responsibilities. This makes it much easier to identify which other resources have similar skillsets who might be able to come to their rescue.





## Employee Onboarding

Once it has been determined that additional resources are required, the hiring begins. This is a labor-intensive process that does not end once the employee contract is signed. Employee onboarding is a big deal. In an [Academy of Management Journal](#) study, researchers found that support early in an employee's new job (within the first 90 days during the onboarding process) may lay a foundation for better work outcomes later on.

[One-third](#) of all new hires say the process of getting to know the people they will work with and trying to fitting into the corporate culture is among their greatest challenges when starting a new job. This can take up a significant portion of the onboarding time, yet it is often ignored in lieu of training and other more job-specific to-dos.

Using the org chart for employee onboarding is the ideal tool to help new hires to begin learning how the company is structured, who is who, who works with who, and who does what. Being that you can use org chart software to make the org chart available via an app on their mobile device, employees can “study” while at home, learning more and more about their coworkers and finding commonalities that will lay the foundation

for positive relationships in the future.

The organizational chart maker can even embed photos of every employee to help employees put faces with names and personal profiles reveal skillsets, current projects and fun facts, such as hobbies and interests. Even if you don't choose to use org chart software, you should make sure your org chart has photos on it.

Having all of this information at the fingertips of every employee ensures people are never strangers. Whether you have new hires, remote workers who rarely step foot into the corporate office, or work silos you're trying to break down, adding in business org software may be the easiest and fastest way to help employees build rapport no matter their location, job function or title.

**“[One-third](#) of all new hires say the process of getting to know the people they will work with and trying to fitting into the corporate culture is among their greatest challenges when starting a new job.”**

## Increase Internal Communication

The [#1](#) complaint employees have about their employers is the lack of communication. Some of this can be due to work silos, where employees in one department or project keep information and data to themselves. They have one job and they do it well, but asking them to collaborate across the organization is unheard of. Even worse, because of these silos or the geographical gaps between employees, people simply don't know each other. They may see familiar faces but they aren't sure who is who, much less why they may want to talk with that person.

An organization chart can help with internal communication, connecting employee in the company no matter where they are located or what they do for the organization. It works in several ways. First, adding photos to every employee profile makes identification much easier.

Second, an org chart diagram that enables users to click on the person's name or photo to drill deeper into their personal profile will make communication faster and easier. Users may know a certain person they need to communicate with works in marketing and now they can find them on the org chart and click on their contact information for instant connection.

Third, they may not know who they need to speak with but they know they need someone in a particular department, such as finance. This is where organization chart software can help. Employees can search for a specific skillset, project or team member, subject matter expert, or even someone who shares their like for sushi. The Google-like search box makes organic searches simple and presents every employee who fits the searched description. Of course, the user can then dig deeper into each person's profile to narrow their search or instantly connect.

The efficiency of being able to find who you need quickly adds up to real dollars. The [McKinsey Global Institute](#) found employees spend approximately 20 percent of their work week searching for details internally and tracking down colleagues for answers. That's nearly an entire day. Per employee. The number is likely much higher for new hires who know no one.

Business organization charts offer the ideal app for every employee to connect, collaborate and build relationships. No matter where your employees work or what their responsibility, giving them tools to find what and who they need quickly helps them be more productive, engaged and ultimately happier at work.

## Managing Re-orgs

Ever since [IBM](#) developed the first functionally-organized org chart, companies have copied, redefined or reinvented the corporate structure. The evolution of the org chart is a fun one and there are functional organizations still alive and well, along with product, divisional, geographical, customer, matrix, flat, flatter, holacracies and more - all attempting to model how an organization designs itself. While the more established companies tend to favor the traditional hierarchical design, the newer or cutting edge companies embrace the flexibility of more creative structures.

However your company is designed and whichever structure your company calls itself, chances are at some point, things will change. Take, for instance, startups. These companies often begin with a handful of people who wear multiple hats and do whatever job function is needed. These organizations may not even have identified a corporate structure but they operate as a flat organization with few leaders and lots of equally-ranked employees, or as holacracies where no one person has ultimate authority and everyone works together.

Wearing many hats is all fine and good when the company is young and there are

only a few employees. Yet as the company grows and more employees are hired, natural divisions begin to occur. It's easier to segment people who primarily work in sales, those who work on marketing, and those who work in finance, for instance. Without even trying, the company has just reorganized itself.

Corporate re-orgs happen at every level of organizational maturity. Zappos, for instance, is trying the holacracy bit but is finding it's easier to conceptualize that to actually put into practice. They believe only time will tell if their move to a holacracy was worth the pains.

Re-orgs happen and when they do, you need to use org charts that can keep up and be up to date in real-time. You should be able to change your org chart completely, make updates or keep it just the way it is with minimal effort. Live org chart software can ensure updates are made in real-time.

As new hires are added, people shift and change roles, or anyone leaves the company, updates can be made and changes saved instantaneously. As business leaders and employees reference the org chart software, they can have confidence the org chart they see is the most recent and accurate depiction of the organization.

## Team Building

One [report](#) found that “team building has a positive moderate effect across all team outcomes.” [Gallup](#) found 70 percent of people say having friends at work is the most crucial element to a happy working life and 50 percent believe having a friend at work makes them feel a stronger connection with their company. Science backs this, with the [London School of Economics and Political Science](#) finding significant evidence that “things that matter most for our happiness and for our misery are our social relationships and our health.”

Building rapport and finding friends with people at work doesn't always come easy. Team building is a company's attempt to bridge the gaps, foster teamwork, encourage friendships that are more valuable than a basic work relationship. Some companies go to extremes to get their people to like each other, but it doesn't have to be so complicated.

What helps people forge friendships is finding similarities. Psychology Today says, “Years of research document that similarities, not differences, produce feelings of attraction.” These similarities are often hidden, only by chance are they discovered. Not anymore.

Organizational charts can be ideal for team building when they enable employees to add more than just their job title and responsibilities. Names and titles are

great, but how much more informative and helpful is it to know co-workers' skillsets, past education, specialty training and the like, particularly when you are looking for someone to lend their expertise? Equally valuable are the personal details many employees keep private, like hobbies, favorite foods and restaurants, pets, etc. These are the little known facts that make us who we are and draw others to us. Why? Because people can find similarities - things that make them realize there is something in common. It sparks conversations about more than just work-related topics. This is where friendships are built.

Using today's organizational chart software allows organizations to capture employee profile information and set the guidelines, then allows employees to fill in the information with fun facts about themselves. Things like favorite foods and restaurants, favorite pastimes, interests and hobbies, children and pets, birthdays and travel experiences all shed light on a different side of an employee. It humanizes a title and brings some personality to a name.

Instead of a one-time team building event, org chart software offers the ideal internal app to help people build real friendships based on more than a bowling score. It's an app that travels with them, presenting interesting and fun information about co-workers anytime, anywhere, making getting to know people enjoyable.



## The Always Available Resource

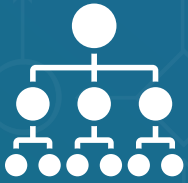
Finally, the org chart is a resource any employee should be able to access for real-time, accurate information no matter where and how they work. Whichever org chart maker you use, it is critical it can be easily updated and it is kept accurate so it becomes a resource instead of a relic. Be sure it is accessible to everyone, either through an app, an intranet site or online tool so no one has to dig into email or computer files to find it. The more accessible it is, the more likely it is to be used and considered valuable.

If you choose organizational chart software, find one that has the chart, the employee directory, employee vacation calendar and employee profiles all located in one app. Workers will have everything they need to find who and what they need quickly. The org chart becomes a vital tool they use every day, helping them be more productive and self-sufficient.

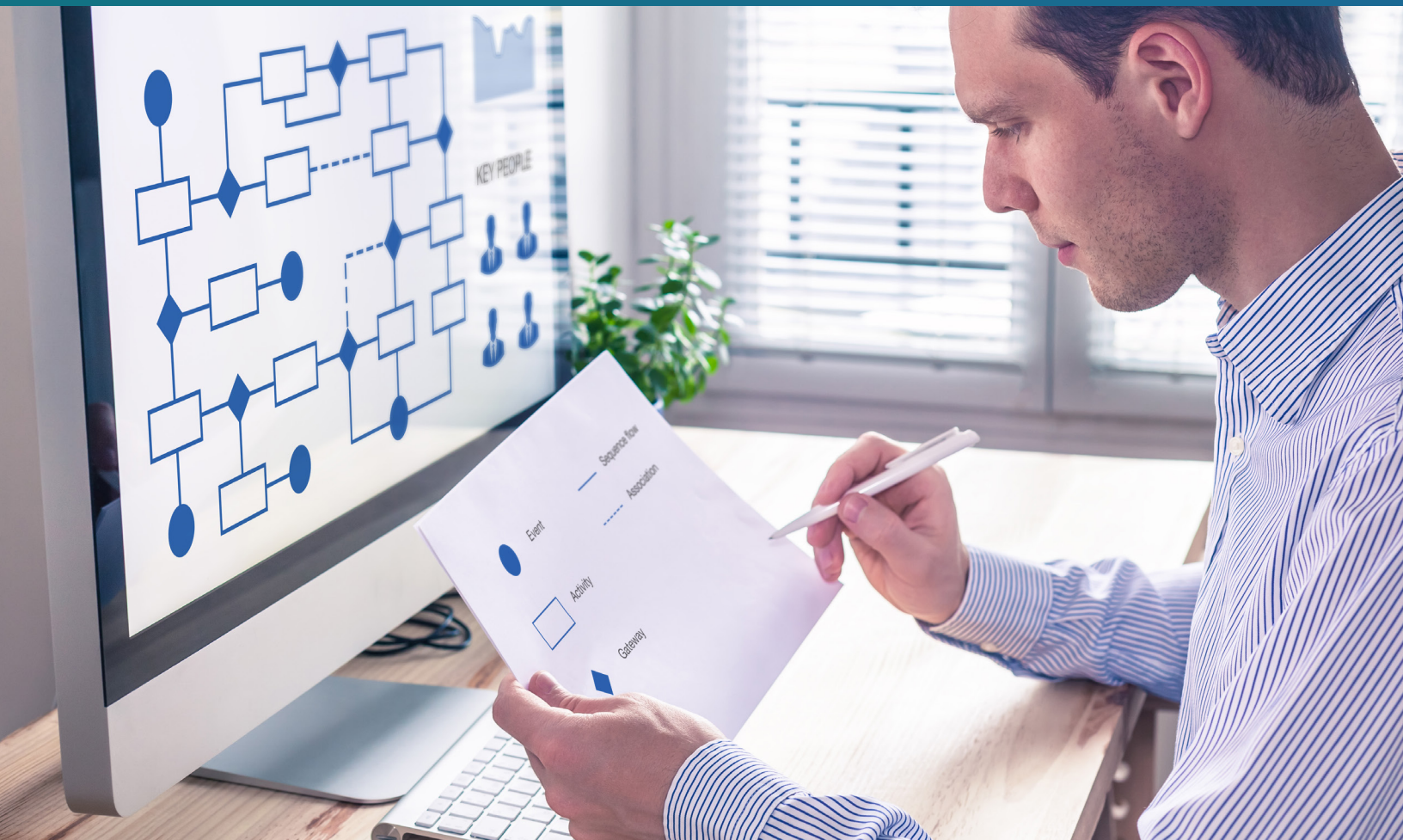
Self-sufficiency saves everyone time, including HR, who is often responsible for keeping the org chart up to date. This is a

time-consuming and often dreaded task, particularly for fast growing companies or those who have employees who frequently shift roles. Managers can update job functions and roles, and their employees can update personal information to keep it fresh and interesting. Not only do they use the org chart as a resource to find information and learn more about their co-workers, but they enjoy uploading new pictures of themselves, adding a new favorite restaurant, for example.

The key to any new technology is to get your employees to actually use it and you can find a free organization chart maker to get started quickly. Org charts of the past were rarely referenced by most employees unless they were part of management or maybe a curious new hire wondering where they fit in. Today's organizational chart, however, is a fully interactive and engaging internal business application any employee will come to love. Because of its resourcefulness, ease of use, accessibility and great user experience, employees will readily adopt the technology and companies will experience higher ROI.



# What Should I Use to Create An Org Chart?





## What Should I Use to Create An Org Chart?

Org charts are a foundational piece of any organization, yet how we create them and manage them can differ greatly. If you're considering purchasing software specifically built for org charts or you prefer to work with Microsoft PowerPoint or Visio, as examples, there are several best practices you can follow to ensure your org chart is useful and accurate. If you haven't yet graduated from colored sticky notes and a whiteboard, then you've come to the right place, too.

Part of the success of your org chart will depend on how easy your tool is to use, access, share and update. Your org chart, at the most basic level, should clearly represent exactly how your organization is structured. It will show relationships, ranks

and positions. It can look like a pyramid, a layered cake, or even an interconnected web of circles. Many software tools offer templates and layouts to simplify the process of designing the org chart while also providing the capability to customize the design of your org chart however you see fit.

Developing the org chart will likely require input from HR, business leaders and managers. Understanding the different levels of management and how their teams are organized will help you design an accurate org chart, however, it is critical your org chart is updated regularly with accurate information to reflect organizational changes. Don't worry, by the time you read through our guide, you'll know exactly how to make this happen.

## Building an Org Chart People Will Use

The goal for anyone rolling out a new tool is that it will have a measurable return on investment (ROI), preferably sooner than later. A key steps towards that is ensuring new users are able to adopt it quickly and without much friction. You can invest in the greatest piece of technology ever to hit the market, but if you can't get your people to use it, it is worthless.

Org chart software is no different. Although it is relatively inexpensive compared to many IT investments, to get the most bang for your buck and to reap the benefits that excited you enough to purchase it, you have to get everyone on board. Fortunately, live org chart software is rapidly becoming a valued resource for many companies, particularly fast-growing companies and those hoping to keep the intimate feeling of community among its employees.

If you choose to use PowerPoint, Visio or other similar software, you will be able to design an org chart, however, you will be limited with some of their capabilities. For example, neither products enable you to collaborate in real time with other users and both leave it up to the user to download the latest updates. Because these apps are not web-based, users will need to be at their computers to see the org chart or make any updates. If you have a mobile workforce, this could be a disadvantage to using web-based software.

So how do you get started and what are the best practices for software implementation? Follow our step-by-step guide to learn how to create an organization chart and you'll have employees thanking you in no time.





## Development

No matter the industry or type of organization, your employee data is likely one of your biggest assets and managing it isn't always easy.

When it comes to managing employees and the company structure, data can be everywhere or siloed in department-specific business systems, inaccessible to anyone on the outside.

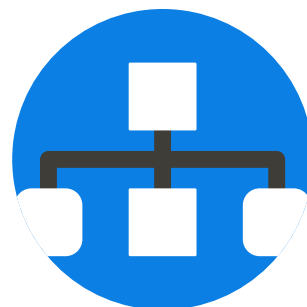
Organizational chart software can integrate with existing internal business systems, such as HR applications, to pull in data automatically, greatly reducing the administrative burden and risks for human error. Other software options, such as Microsoft PowerPoint or Visio, could be used to create your org chart but it will require manual updates.

Follow these three steps to create an organizational chart with or without org chart software :

- 1 **Determine data resources.** Where will you get employee data from to build the org chart? Will it be manually

provided by someone internally; be pulled in from an IT system, such as Active Directory, Okta or Google Apps; or from an HR information system, such as Workday or ADP?

- 2 **Assign data maintainers.** Who will be responsible for ensuring key data will be kept current? Will this responsibility be given to managers, directors, VPs, HR or IT?
- 3 **Choose the frequency of the data updates.** For some organizations, daily updates may be required, yet others may choose only monthly or even quarterly. Understanding how your company uses this data and the frequency in which your data changes can help guide your decision.



## Development

Now that you have your data figured out and preferably automated from this point forward, it is time to think about what you want your org chart to look like. Remember the point of the org chart is to graphically represent the relationships and relative ranks of job positions within your organization. By looking at the org chart, your employees, shareholders, partners and other third parties should be able to quickly understand how your organization is designed, the levels of internal authority, and where each employee fits into the company architecture.

When you're ready to create the organizational chart:

**Identify the type of org chart.** Depending on how your organization is designed, you likely have an identifiable structure that can be illustrated by the org chart. Is your company functionally organized or is it structured around divisions, products, customers, or geographies? Or maybe it is a hybrid of one or more structures, such as in a matrix organization. If your company is a bit more loose when it comes to ranks and levels, you may align more with a flat structure. Whichever it is, the software you choose should be capable of accurately depicting exactly how your organization views its business teams and processes.

**Determine the appearance.** Your org chart will be viewed and likely shared with every employee and possibly third parties, so you want to get this part right. Will it be a grid with names, job titles only or will it be more visual with headshot photos? When thinking about how to create an organizational chart, keep in mind how you think others would best be able to visualize the company structure. Choose a format that is easy on the eyes and gives just the right amount of visual and contextual details. This brings us to the next point.

**Decide the level of detail you want to include.** How deep into the reporting structure do you want to go? Some org charts will show only the executive team and their direct reporting managers, while others will continue down the hierarchy to list every last employee. Of course, there's always the option to have multiple org charts, depending on where and how they will be used..



Some modern organizational chart software will allow you to add levels of detail that is just a click away from the org chart. This way, the initial org chart isn't overloaded with too much information. Instead, users can click on the org chart or a particular person and drill into more detail, finding things such as job responsibility, current projects, and skills, for example. This helps keep the org chart cleaner and more readable. Consider choosing an org chart maker that allows you to customize fields so employees have the freedom to add their own detail but within set parameters.

Think about how the chart will be used. You will want to determine if the chart will be shared digitally, printed, or both. Your software should present the chart in a logical way, no matter the format, giving viewers a clean, understandable, and visually pleasing picture every time. If you use PowerPoint or Visio, sharing the org chart will require you to attach your file(s) to an email

to share. Web-based org chart software will enable you to provide intended recipients a secure link through the app, eliminating the need for email altogether.

Determine how the chart will be updated. One of the biggest challenges with older org chart creator software, like Microsoft PowerPoint or Visio, is that it requires constant maintenance by a single person. It can be a huge hassle and massive time drain if the software doesn't automatically keep the org chart up to date or enable others to collaborate to make any updates themselves. Choose software that gives you the flexibility to assign certain maintenance tasks to more than one person or better yet that will keep it updated automatically. It's also a good idea to use web-based software so any and all updates by any user are instantly reflected in the org chart. This will ensure everyone is always working on the same version.



## Marketing

While you may not be bringing to market a new product, you are bringing your employees a new resource you want them to love.

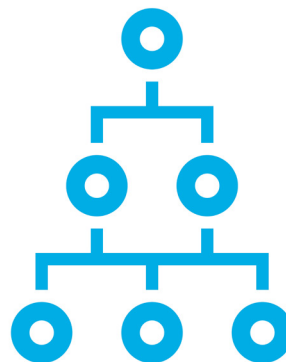
Traditionally, org charts have been a manager's tool. Employees often do not realize they can benefit from the org chart, particularly if it's the one dimensional organizational chart of the past. Today's business org chart is something to get excited about and can help every employee work smarter, be more productive and feel happier at work. They will use this to gain access to knowledge and resources they need to be successful the instant they need it.

“Sell” to employees. Change management is rarely considered fun but if you do it right, you can avoid employee backlash. Most people don't always appreciate being asked to change how they do things, so it is critical for you to sell your new org chart application as a resource and productivity tool that will help them succeed. Employees spend about [20 percent](#) of their work week searching for details internally and tracking down colleagues for answers. You will be able to give those 8 hours a week back to employees when they have everything they need to discover who's who and who does what.

Announce with fanfare. Change management requires one thing above all others: executive management support. You need one or

more executive advocate(s) to champion the new solution and get employees excited about its benefits. Once you do, announce the improvement with gusto, perhaps at a corporate event or an all hands on deck meeting. Consider walking the employees through a live demo to show them the cool features they will most likely love. You can set up use case scenarios so they can better understand exactly when and how they could use it. Be sure to focus on the benefits over the features so employees can internalize how the features will benefit them directly.

Give employees instant access. Strike while the iron is hot, as they say, and give your pumped up employees instant access to the new org chart immediately following the corporate announcement. You want to leverage the excitement you generated during the launch announcement by getting them using it as quickly as possible.





Provide managers with training and talking points. While the best org chart software solutions will be intuitive and simple to use, you will inevitably have an employee or two who have questions or push back. Equip company managers with all of the information they may need to quickly respond to questions and make sure they know how to use all of the features of the new solution. You can provide one-on-one or group training sessions, webinars, or online tutorials if needed. to learn everyone's name makes it fun and exciting to engage with the software.

Create incentives. Who doesn't enjoy a friendly competition? Disguise your requirement for adherence with incentives to get employees to complete their online profiles and keep them updated. Contests for the best photo headshot, prizes for the team with the most completed profiles, and games that challenge people

### Create an Organization Chart Everyone Will Love

Some organizations prefer to deploy the new org chart in phases to employees by division or team first to pilot the new solution. This can be an effective method to work out any issues and tweak adoption strategies. Others decide to roll it out company wide at once in order to optimize the benefits of having it accessible to all. Whichever path you choose, there is little doubt you will experience rapid ROI, increased productivity, and enhanced corporate culture.

Employees will enjoy being able to know who's who and who does what. If you choose to use org chart software, they will also enjoy learning more about co-workers from an exciting app or online portal. They will find who they need, even if they aren't certain who they are looking for, and they won't waste time digging through emails or asking co-workers for help. Instead, they will have the entire employee directory at their fingertips, along with the valuable information they need to get to the right person quickly.

Be sure to find an org chart creator that will enable you to quickly create the organizational chart and then let it practically run itself. Your employees and those who were responsible for keeping the org chart up to date will be grateful for the efficiencies the modern organizational chart provides. Do your homework. Not all org chart creators are the same. Each have their own features, integrations and user experience that will impact implementation and adoption.





Pingboard is the real-time, collaborative org chart software that makes it easy to organize teams, plan for growth, and keep everyone informed.

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