• Boundaries of organisation are opened

Oticon

Oticon is a Danish company which manufactures hearing aids. In 1990, it restructured to move away from traditional bureaucracy and the following changes were made:

• All formal job titles were abandoned
• Nobody had a desk or office of their own
• Nobody had an assigned role except what they choose for themselves
• Nobody was allocated work, rather individuals choose what projects they wanted to be involved in from lists put up on bulletin boards
• Individuals could be involved in as many projects as they wanted
• Project leaders were co-ordinators not managers – the team self-managed itself
• CEO believed if a person could not allocate him/herself to a project then there was no need for them in the company.

Du Gay (2000) defended bureaucracy saying that it prevented prejudice because of its impersonality, and that post-bureaucratic organisations do not do this.

Bureaucracy is still in existence today, although delayering has taken place, the size and height of the hierarchy has been decreased.