

Syngenta - Brief

Developing an effective organisational structure

Introduction

Syngenta is one of the world's leading plant science companies. It uses research to promote sustainable agriculture. It makes many products such as seeds and herbicides. These are designed for farmers and professional growers. The business needs many different roles as well as scientists to help it run smoothly.

Organisational structure

A business needs a structure best suited to its aims. Large firms are often split into functional areas. These will have many layers of authority. The number of levels depends on whether it has a:

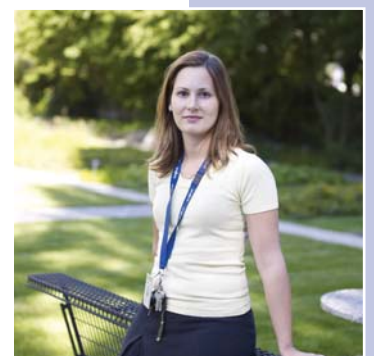
- hierarchical structure. This has many layers. Each role has a narrow span of control. It offers clear routes for promotion and tight control. Communication can be a problem. Staff may not be fully empowered. This may reduce morale.
- flat structure. This has few layers. Each manager has a wide span of control. Delegation is necessary so people take more responsibility. Communication can be quicker and problems may be solved faster.

Syngenta wants to empower its staff. A hierarchical structure does not fit with the needs of Syngenta's operations. It uses a matrix structure. This means staff from different parts of the business come together to work in teams on projects. This helps make the most of people's talents.

Roles and responsibilities

Syngenta is arranged into key functional areas:

- Research and Development (R&D)
- global supply
- sales and marketing
- global support functions (these include legal, financial and HR services).



Each area uses different approaches. By using a matrix structure, Syngenta can use the skills and talents of its people. They help support the range of projects that are running at any one time.

Skills and competencies

Syngenta empowers its people by letting them take control of their work. To fulfil Syngenta's targets, staff must also show certain skills and talents. For instance, in a project manager's role planning and time management skills are vital. Delay could mean rivals bringing out new products first. Syngenta may lose business. Clear leadership is essential to make projects work smoothly.

HR strategy

Syngenta wants its staff to be:

- passionate about reaching business goals
- focused on vital areas
- keen to learn new skills
- recognised for doing well
- creative in how they work.

Syngenta's approach to management means balancing risk against reward. Syngenta provides training and development for staff to support its aims. People may make mistakes but Syngenta expects them to learn from the experience and improve. The business is also committed to research and development. This keeps the company ahead of competition. To increase motivation, employees' achievements are noted through internal awards. These inspire staff and give a focus for generating new ideas to help the company perform even better.

Conclusion

Syngenta is a large business. It must make best use of its resources and the talents of its people. It uses a matrix structure. This puts people with diverse skills into project teams with team leaders. Syngenta recruits people with skills that it can develop long-term. Syngenta employees receive training and support to help reach the highest standards. Staff benefit through dealing with challenges. The business gains by making sure it has talented people for future growth.

