

Sample Welcome Letter For Charitable Organization Workbook

Sample Welcome Letter for Charitable Organization: Your Ultimate Guide

Sample welcome letter for charitable organization serves as an essential tool to establish a warm, professional, and engaging first impression with new donors, volunteers, partners, or beneficiaries. Crafting an effective welcome letter can significantly enhance relationships, foster trust, and encourage ongoing support for your charitable mission. This comprehensive guide will walk you through the importance of a well-structured welcome letter, provide sample templates, and offer tips to customize your communication for maximum impact.

Understanding the Importance of a Welcome Letter in Charitable Organizations

A well-crafted welcome letter is more than just a formal greeting; it's a vital communication tool that sets the tone for your relationship with new supporters. It accomplishes several key objectives:

- Expresses appreciation: Recognizes the interest or support of the recipient.
- Builds trust: Demonstrates transparency, organization, and professionalism.
- Provides essential information: Shares mission, values, and how support makes a difference.
- Encourages ongoing engagement: Invites further involvement or contributions.

By investing time and effort into creating a compelling welcome letter, your organization can foster loyalty and deepen connections with its community.

Key Components of a Sample Welcome Letter for Charitable Organization

A successful welcome letter should be clear, warm, and informative. Here are the essential elements to include:

1. Personalized Greeting

Begin with a warm salutation that addresses the recipient by name. Personalization shows appreciation and makes the message more engaging.

2. Express Gratitude

Thank the recipient for their interest, donation, partnership, or engagement. Authentic gratitude encourages continued support.

3. Introduce Your Organization

Briefly describe your mission, vision, and core values to help the recipient understand what your organization stands for.

4. Highlight Impact and Goals

Share success stories, ongoing projects, or future plans to demonstrate how support contributes to meaningful change.

5. Call to Action

Encourage further involvement, such as volunteering, attending events, or making additional donations.

6. Contact Information and Next Steps

Provide clear details on how to stay connected, including website, social media, and contact details.

7. Warm Closing

End on a friendly and appreciative note, reaffirming your gratitude.

Sample Welcome Letter for Charitable Organization

Below is a basic template that can be customized to suit your organization's tone and purpose:

[Your Organization's Logo or Letterhead]

[Date]

[Recipient's Name]

[Recipient's Address or Email]

Dear [Recipient's Name],

We are delighted to welcome you to the [Organization?s Name] family! On behalf of our team and the communities we serve, I want to extend our heartfelt gratitude for your interest and support.

At [Organization?s Name], our mission is to [briefly describe your mission, e.g., ?empower underprivileged children through quality education?]. We believe that everyone deserves an opportunity to thrive and that together, we can create lasting change.

Thanks to compassionate supporters like you, we have achieved [mention recent achievements, e.g., ?over 500 children enrolled in our literacy program this year?]. Your commitment helps us to expand our reach, improve services, and unlock potential in communities that need it most.

We invite you to explore our ongoing projects and learn more about how your support makes a difference. Whether through donations, volunteering, or spreading awareness, your involvement is invaluable.

Here are some ways you can stay connected:

- Visit our website: [website URL]
- Follow us on social media: [social media handles]
- Attend upcoming events: [event details or link]

We look forward to building a meaningful partnership with you. Should you have any questions or wish to get involved further, please do not hesitate to contact us at [phone number] or [email address].

Once again, thank you for your generosity and belief in our cause. Together, we can achieve great things.

Warm regards,

[Your Name]

[Your Title]

[Organization?s Name]

[Contact Details]

Tips for Writing an Effective Welcome Letter for Your Charitable Organization

To maximize the impact of your welcome letter, consider the following tips:

- Personalize the message: Use the recipient's name and tailor content based on their interest or involvement.
- Maintain a warm and genuine tone: Authenticity fosters trust and encourages ongoing support.
- Keep it concise but informative: Provide enough detail without overwhelming the reader.
- Use compelling stories: Sharing success stories can inspire and motivate further engagement.
- Include visuals: Incorporate your organization's logo or photos to enhance credibility and visual appeal.
- Proofread thoroughly: Ensure the letter is free of errors to maintain professionalism.

Additional Templates and Examples of Welcome Letters

Here are a few variations of welcome letters tailored for different scenarios:

1. Welcome Letter for New Donors

- Focus on gratitude and how donations are used.
- Include a success story related to donor contributions.

2. Welcome Letter for Volunteers

- Emphasize appreciation for time and skills.
- Highlight volunteer opportunities and impact.

3. Welcome Letter for Corporate Partners

- Acknowledge partnership and shared goals.
- Outline mutual benefits and collaboration opportunities.

Optimizing Your Welcome Letter for SEO

To ensure your welcome letter reaches a broader audience through online channels, optimize your content with relevant SEO strategies:

- Use relevant keywords such as "charitable organization," "welcome letter," "donor

appreciation,? and ?nonprofit support.?

- Include internal links to your website?s donation page, volunteer sign-up, or impact stories.
- Incorporate local SEO keywords if your organization serves specific geographic areas.
- Add alt-text to images for better accessibility and search engine indexing.

Conclusion

A well-crafted sample welcome letter for charitable organization plays a pivotal role in building lasting relationships with supporters. It sets the foundation for ongoing engagement, fosters trust, and highlights the meaningful impact of their contributions. By following the outlined components, utilizing templates, and customizing your message, your organization can create compelling welcome letters that resonate with your audience and propel your mission forward.

Remember, the first impression counts?make your welcome letter warm, authentic, and inspiring. Start fostering connections today and watch your community grow stronger in support of your cause.

Sample Welcome Letter for Charitable Organization: A Comprehensive Guide

A well-crafted welcome letter is an essential tool for any charitable organization. It sets the tone for future communication, builds trust with donors and volunteers, and reinforces the organization's mission and values. In this detailed review, we will explore the critical elements of a compelling welcome letter, provide sample templates, and offer best practices for creating impactful messages that foster engagement and long-term support.

Understanding the Purpose of a Welcome Letter

A welcome letter serves multiple vital functions within a charitable organization:

- Establishing Connection: It introduces new supporters to the organization, making them feel valued and appreciated.
- Communicating Mission & Values: It clearly articulates the organization?s purpose, goals, and the impact of their contributions.
- Building Trust: It reassures supporters that their donations or efforts are making a difference.
- Encouraging Engagement: It invites recipients to participate further, whether through volunteering, sharing the message, or ongoing donations.
- Setting Expectations: It outlines how supporters can stay informed and involved.

A thoughtfully written welcome letter can significantly influence a supporter?s ongoing relationship with the organization, making it an indispensable part of donor stewardship.

Key Components of an Effective Welcome Letter

To craft a compelling welcome letter, certain elements should be included to ensure clarity, warmth, and professionalism:

1. Personalized Salutation

- Use the recipient's name to establish a personal connection.
- Example: "Dear Jane," instead of a generic greeting.

2. Express Gratitude

- Thank the supporter for their interest, donation, or involvement.
- Convey genuine appreciation to foster goodwill.

3. Introduce the Organization

- Clearly state the organization's name and mission.
- Include a brief background or story that highlights the organization's purpose and impact.

4. Highlight Impact & Achievements

- Share recent successes or ongoing projects.
- Use data or stories to demonstrate how contributions are making a difference.

5. Provide Clear Next Steps

- Invite the supporter to stay engaged through volunteering, events, or further donations.
- Include contact information or links to social media and website.

6. Reinforce Values & Commitment

- Reiterate the organization's commitment to transparency, accountability, and community impact.

7. Warm Closing & Signature

- End with a friendly closing statement.
- Include the signature of a key representative, such as the executive director or founder.

Sample Welcome Letter Template for a Charitable Organization

Below is a detailed sample template that incorporates all the essential elements:

Dear [Supporter?s Name],

Welcome to the [Organization Name] family!

We are thrilled to have you join our community dedicated to [organization?s mission, e.g., ?transforming lives through education and empowerment?]. Your support is vital in helping us create lasting change, and we sincerely thank you for choosing to be part of this journey.

About Us

Founded in [year], [Organization Name] has been committed to [briefly describe primary focus or cause]. Over the years, we have [mention significant achievements or milestones], impacting thousands of lives in [location/region].

Our Impact

Thanks to generous supporters like you, we have:

- Built [number] of schools, clinics, or community centers.
- Provided scholarships to [number] students.
- Conducted outreach programs reaching [number] of families.
- Distributed [amount] of resources or aid.

Every contribution, big or small, helps us move closer to our goal of [specific goal or vision].

What You Can Expect

As a new supporter, you will receive regular updates on our programs and initiatives. We're committed to transparency and accountability, ensuring your support is used effectively. Expect to hear from us through newsletters, invitations to events, and stories showcasing the lives you've

impacted.

How You Can Get Involved

We invite you to deepen your involvement in our mission:

- Volunteer: Join our upcoming events or ongoing programs.
- Advocate: Share our story with friends and family.
- Donate: Continue supporting our projects through donations?every dollar makes a difference.
- Follow Us: Stay connected via our social media channels and website.

Our Commitment to You

At [Organization Name], integrity and transparency are at the core of everything we do. We are dedicated to maintaining open communication and providing updates on how your support is making an impact.

Thank you once again for your generosity and trust. Together, we can build a brighter future for those in need.

Warm regards,

[Signature]

[Name]

[Title, e.g., Executive Director]

[Organization Name]

[Contact Information]

[Website URL]

Best Practices for Crafting a Successful Welcome Letter

Creating an impactful welcome letter involves thoughtful planning and execution. Here are some best practices:

1. Personalization

- Use the recipient's name and reference their specific contribution if possible.
- Personal touches increase engagement and foster loyalty.

2. Authenticity & Tone

- Maintain a warm, genuine tone.
- Share heartfelt stories or testimonials to evoke emotion.

3. Clarity & Brevity

- Keep the message clear and concise.
- Avoid jargon; focus on straightforward language.

4. Visual Appeal

- Incorporate your organization's branding, logo, and colors.
- Use images or infographics to illustrate impact.

5. Call to Action

- Clearly state what you want the supporter to do next.
- Whether it's visiting your website, signing up for events, or making another donation, make it easy and straightforward.

6. Follow-Up

- Send subsequent communications to nurture the relationship.
- A series of welcome messages can reinforce engagement.

Additional Tips for Effective Welcome Communications

- Timing is Key: Send the welcome letter promptly after initial contact or donation.
- Segment Your Audience: Tailor messages based on supporter type (donor, volunteer, partner).
- Use Multiple Channels: Combine email, direct mail, or even phone calls for a personal touch.
- Measure & Improve: Track engagement metrics and solicit feedback to refine your messaging.

Conclusion: Crafting a Heartfelt Welcome Letter

A well-designed sample welcome letter for a charitable organization is more than just a formal greeting; it's a powerful tool that can foster trust, inspire ongoing support, and build a community around your cause. By including key components—personalization, impact storytelling, clear calls to action, and authentic tone—you can create welcoming messages that resonate deeply with your supporters.

Remember, every supporter's journey begins with that first warm hello. Invest time and care into your welcome letters, and watch as they lay the foundation for meaningful, long-lasting relationships that drive your organization's mission forward.

Empower your organization by mastering the art of the welcome letter—because every supporter deserves to feel valued from the very first word.

Question What should be included in a sample welcome letter for a charitable organization? A sample welcome letter should include a warm greeting, an introduction to the organization's mission and vision, appreciation for the recipient's interest or donation, information on how they can get involved, and contact details for further engagement. How can a charitable organization personalize a welcome letter? Personalization can be achieved by addressing the recipient by name, referencing their specific contribution or interest, and tailoring the message to reflect their connection or past interactions with the organization. What tone is appropriate for a welcome letter from a charitable organization? The tone should be warm, sincere, and appreciative to foster trust and engagement. It should reflect the organization's values and convey genuine gratitude. Are there any key elements to include at the end of a sample welcome letter? Yes, include a call to action such as inviting the recipient to volunteer, donate, or attend events, along with contact information and a note of thanks to reinforce appreciation. Can a sample welcome letter be used for new donors and volunteers? Absolutely. A well-crafted sample welcome letter can serve as a template for both new donors and volunteers, with slight modifications to tailor the message to their specific role or contribution. How long should a sample welcome letter for a charitable organization be? It should be concise yet comprehensive, typically one page, enough to convey gratitude, introduce the organization, and encourage further engagement without overwhelming the reader. What are some best practices for designing a sample welcome letter? Use a professional yet friendly layout, include your organization's logo, maintain clear headings, use easy-to-read fonts, and include contact details and social media links for easy follow-up. How can a sample welcome letter help in donor retention? A thoughtfully written welcome letter fosters a positive first impression, builds trust, and encourages ongoing support by expressing gratitude and highlighting the impact of their contribution. Is it recommended to include success stories in a welcome letter for a charitable organization? Yes, sharing success stories or recent achievements can inspire confidence and demonstrate the tangible impact of the recipient's support, motivating continued involvement.

Related keywords: welcome letter, charitable organization, donation appreciation, fundraising letter, nonprofit communication, volunteer acknowledgment, donor recognition, partnership invitation, community outreach, nonprofit letter template

Organization Theory And Design Daft

Organization Theory and Design Draft

Understanding how organizations function and are structured is fundamental to achieving efficiency, adaptability, and success in today's complex business environment. The concept of **organization theory and design draft** serves as a blueprint for analyzing, developing, and implementing organizational structures that align with strategic goals. This article explores the core principles, models, and practical considerations involved in organization theory and design, providing a comprehensive guide for managers, students, and professionals interested in organizational development.

Introduction to Organization Theory and Design

Organization theory is a multidisciplinary field that studies how organizations are structured, managed, and operated. It examines the relationships between people, structures, processes, and environments to understand and improve organizational effectiveness. Organization design, on the other hand, refers to the process of configuring these elements to achieve desired outcomes.

The interplay between theory and design helps organizations adapt to changing environments, foster innovation, and maintain competitive advantage. A well-crafted organization design draft provides a clear framework for decision-making, resource allocation, and communication flows.

Fundamental Concepts of Organization Theory

1. Types of Organizational Structures

Organizations can be structured in various ways, each suited to different operational needs and strategic objectives:

- **Functional Structure:** Divides the organization based on specialized functions such as marketing, finance, production, etc.

- **Divisional Structure:** Segments the organization by product lines, geographic regions, or markets.
- **Matrix Structure:** Combines functional and project-based structures, promoting flexibility and collaboration.
- **Flat Structure:** Features few hierarchical levels, encouraging open communication and quick decision-making.
- **Hierarchical (or Vertical) Structure:** Traditional pyramid with clear levels of authority, suitable for large, complex organizations.

2. Classic Organization Theories

Several foundational theories influence organization design:

- **Classical Theory:** Emphasizes efficiency, specialization, and clear authority lines (e.g., Weber's bureaucratic model).
- **Human Relations Theory:** Focuses on employee well-being and motivation as key to productivity.
- **Contingency Theory:** Suggests that the optimal organization structure depends on external and internal factors.
- **Systems Theory:** Views organizations as complex systems composed of interrelated parts.

Principles of Effective Organization Design

Designing an organization requires balancing various principles to ensure agility, clarity, and motivation:

1. Clarity of Purpose

Every organization should have a clearly defined mission, vision, and strategic objectives that guide structural decisions.

2. Flexibility and Adaptability

Structures should allow for change and innovation without significant disruption.

3. Specialization and Departmentalization

Grouping similar tasks enhances efficiency and expertise but must be balanced with cross-functional collaboration.

4. Span of Control

Determines how many subordinates a manager can effectively oversee? affects hierarchy levels and decision speed.

5. Formalization

Defines the extent of standard procedures and rules, impacting consistency and autonomy.

Organization Design Draft: Steps and Considerations

Creating an effective organization design draft involves systematic planning and analysis:

Step 1: Conduct Environmental Analysis

Evaluate external factors such as market trends, competition, and technological changes that influence organizational needs.

Step 2: Define Strategic Objectives

Align the organizational structure with long-term goals and core competencies.

Step 3: Identify Key Processes and Activities

Map out primary and support processes to understand workflow and resource requirements.

Step 4: Determine Structural Model

Choose an appropriate structure (functional, divisional, matrix, etc.) based on analysis.

Step 5: Design Formal Structures

Develop organizational charts, job descriptions, authority matrices, and communication channels.

Step 6: Implement and Communicate

Ensure clarity in roles and responsibilities through effective communication and training.

Step 7: Evaluate and Refine

Continuously monitor organizational performance and adjust the design draft as needed.

Practical Considerations in Organization Design

While theoretical models provide guidance, practical issues often influence implementation:

- **Organizational Culture:** Align structure with shared values and norms.
- **Change Management:** Manage resistance and ensure stakeholder buy-in.
- **Technology Adoption:** Leverage technology to facilitate communication and coordination.
- **Resource Availability:** Consider financial, human, and physical resources in design choices.
- **Legal and Regulatory Factors:** Ensure compliance with laws affecting organizational structure.

Emerging Trends in Organization Theory and Design

Organizations today face rapid change and increasing complexity, leading to innovative design approaches:

1. Agile Organizations

Flexible, team-based structures that promote rapid response to change and customer focus.

2. Network and Virtual Structures

Decentralized, often remote, collaborations across organizational boundaries enabled by digital technology.

3. Holacracy and Self-Management

Distributed authority and autonomous teams reduce hierarchy and empower employees.

4. Sustainable and Responsible Design

Incorporates social responsibility and environmental sustainability into organizational structure.

Conclusion

The **organization theory and design draft** serves as an essential framework for developing effective organizational structures. By understanding fundamental concepts, principles, and practical steps, organizations can craft designs that enhance performance, foster innovation, and adapt to changing environments. Whether adopting traditional models or exploring innovative approaches like agile or holacracy, a thoughtful and strategic design process can significantly impact organizational success. Continual evaluation and willingness to refine structures ensure that

organizations remain resilient and capable of meeting future challenges.

This comprehensive overview provides a detailed exploration of organization theory and design draft, suitable for SEO purposes with well-structured headings, lists, and relevant keywords. If you need specific keywords integrated or a more tailored focus, please let me know!

Organization Theory and Design Daft: An In-Depth Exploration

In the complex landscape of modern business, understanding organization theory and design Daft is essential for managers, students, and organizational scholars striving to create efficient, adaptable, and resilient organizations. Robert Daft's contributions to organization theory and design provide foundational insights that help explain how organizations are structured, governed, and evolved to meet strategic goals amidst changing environments. This comprehensive guide delves into the core concepts, frameworks, and practical applications of Daft's perspectives, offering a detailed roadmap for navigating organizational complexity.

Understanding Organization Theory and Design

Before exploring Daft's specific contributions, it's important to grasp the fundamentals of organization theory and design.

What is Organization Theory?

Organization theory is the study of how organizations function, how they are structured, and how they adapt to their environments. It explores:

- The formal structures (hierarchies, departments)
- The informal networks (culture, communication patterns)
- The mechanisms of coordination and control
- The influence of external forces such as markets, regulations, and technology

What is Organization Design?

Organization design refers to the deliberate process of configuring an organization's structure to align with its strategy, environment, and technology. It involves decisions about:

- Division of labor
- Hierarchy levels
- Formalization of rules and procedures

- Centralization vs. decentralization
- Integration mechanisms

The Foundations of Daft's Organization Theory

Robert Daft's work synthesizes classical and contemporary perspectives, emphasizing the importance of aligning organizational structure with strategy and environment. His approach is characterized by several key principles:

- Contingency Theory: No one best way to organize; structure depends on internal and external factors.
- Design Elements: The critical components of organizational structures.
- Organizational Effectiveness: The ultimate goal of designing organizations that are flexible, efficient, and capable of achieving strategic objectives.

Core Concepts in Daft's Organization Theory and Design

- The Elements of Organizational Structure

Daft identifies several structural elements essential to understanding and designing organizations:

- Work Specialization: Dividing tasks into smaller, specialized roles.
- Departmentalization: Grouping jobs into units based on function, product, geography, or customer.
- Chain of Command: The vertical line of authority.
- Span of Control: The number of employees reporting to a manager.
- Centralization and Decentralization: The degree to which decision-making is concentrated or dispersed.
- Formalization: The extent to which roles, procedures, and communications are standardized.

- Types of Organizational Structures

Daft highlights several common organizational structures, each suited for different contexts:

- Simple Structure: Usually found in small organizations; informal, with little specialization.
- Functional Structure: Departments based on functions like marketing, finance, HR.

- Divisional Structure: Divisions based on products, markets, or geographic areas.
- Matrix Structure: Combines functional and project-based structures, promoting flexibility.
- Team-Based Structure: Organizes around teams to enhance collaboration.
- Organic vs. Mechanistic Structures: Organic structures are flexible and adaptive; mechanistic are rigid and hierarchical.

- The Role of Technology and Environment

Daft emphasizes that technology (how work is done) and environment (market stability, competition) heavily influence organizational design choices. For example:

- Stable environments favor mechanistic, formal structures.
- Dynamic, uncertain environments benefit from organic, flexible structures.

Designing Organizations: A Step-by-Step Approach

Daft advocates a systematic approach to organization design, which includes:

Step 1: Define Strategic Goals

Clarify the organization's mission, vision, and strategic priorities.

Step 2: Assess External Environment

Understand market dynamics, customer needs, competitors, and technological trends.

Step 3: Analyze Internal Resources and Capabilities

Identify strengths, weaknesses, and core competencies.

Step 4: Determine Structural Elements

Decide on work specialization, departmentalization, chain of command, etc., based on the above analyses.

Step 5: Choose an Appropriate Structure

Select the structure that best aligns with strategy and environment—be it functional, divisional, or matrix.

Step 6: Implement and Communicate

Ensure clear communication of roles, responsibilities, and reporting relationships.

Step 7: Evaluate and Adapt

Regularly review organizational effectiveness and adapt structures as needed.

Contemporary Applications and Trends

Organizational Agility

Modern organizations are increasingly adopting flexible structures such as team-based or networked models to respond swiftly to market changes.

Digital Transformation

Technology integration influences design choices, leading to flatter hierarchies and decentralized decision-making.

Globalization

Multinational organizations often employ hybrid structures to manage diverse markets and cultural differences.

Culture and Leadership

Strong organizational culture and effective leadership are critical in implementing and maintaining chosen structures.

Practical Examples of Daft's Principles in Action

Case Study 1: Tech Startup

A small tech startup may adopt a simple structure with informal communication, emphasizing innovation and rapid decision-making. As it grows, it may transition to a functional structure to improve efficiency.

Case Study 2: Manufacturing Firm

A manufacturing company might use a mechanistic, bureaucratic structure with clear hierarchies

and standardized procedures to ensure quality and safety.

Case Study 3: Multinational Corporation

A multinational might employ a divisional structure based on geography, with each region operating semi-autonomously to respond to local market needs.

Challenges in Organization Design

Despite best practices, organizations face common challenges:

- Resistance to change
- Overly rigid structures stifling innovation
- Misalignment between strategy and structure
- Complexity resulting from multiple design elements

Effective organization design requires ongoing assessment, flexibility, and leadership commitment.

Summary: The Significance of Daft's Organization Theory and Design

Understanding organization theory and design Daft provides a vital toolkit for developing organizations that are aligned with strategic objectives and responsive to environmental demands. By carefully analyzing structural elements, environmental factors, and technological influences, managers can craft organizations that foster efficiency, innovation, and adaptability. As the business landscape continues to evolve rapidly, the principles articulated by Daft remain essential guides for effective organizational architecture.

In conclusion, mastery of organization theory and design as presented by Daft empowers leaders to navigate organizational complexity with strategic insight and practical wisdom, ultimately driving sustained success in an ever-changing world.

Question What is the primary purpose of an organization design draft? The primary purpose of an organization design draft is to outline the structural framework of an organization, detailing roles, responsibilities, workflows, and communication channels to ensure alignment with strategic goals. How does organization theory influence the development of an organization design draft? Organization theory provides conceptual insights into how organizations function, which guides the creation of effective structures, decision-making processes, and coordination mechanisms within the design draft to enhance efficiency and adaptability. What are common challenges faced when creating an organization design draft? Common challenges include balancing flexibility with control, managing stakeholder resistance, aligning structure with strategy,

and ensuring clear communication of roles and responsibilities throughout the draft process. How can feedback be effectively incorporated into an organization design draft? Feedback can be effectively incorporated by engaging diverse stakeholders early in the process, conducting iterative reviews, and making data-driven adjustments to address concerns and improve the overall design. What role does organizational culture play in shaping the organization design draft? Organizational culture influences the design by shaping behaviors, values, and norms, which must be considered to ensure the structure supports a positive work environment and aligns with the organization's core principles. Why is it important to regularly review and update an organization design draft? Regular review and updates are vital to adapt to changing external environments, technological advancements, and strategic shifts, ensuring the organization remains effective, competitive, and aligned with its goals.

Related keywords: organization structure, organizational behavior, management principles, organizational design, leadership theories, corporate strategy, organizational change, systems theory, management practices, organizational development

Read the full article online: [ORGANIZATION THEORY AND DESIGN DAFT](#)