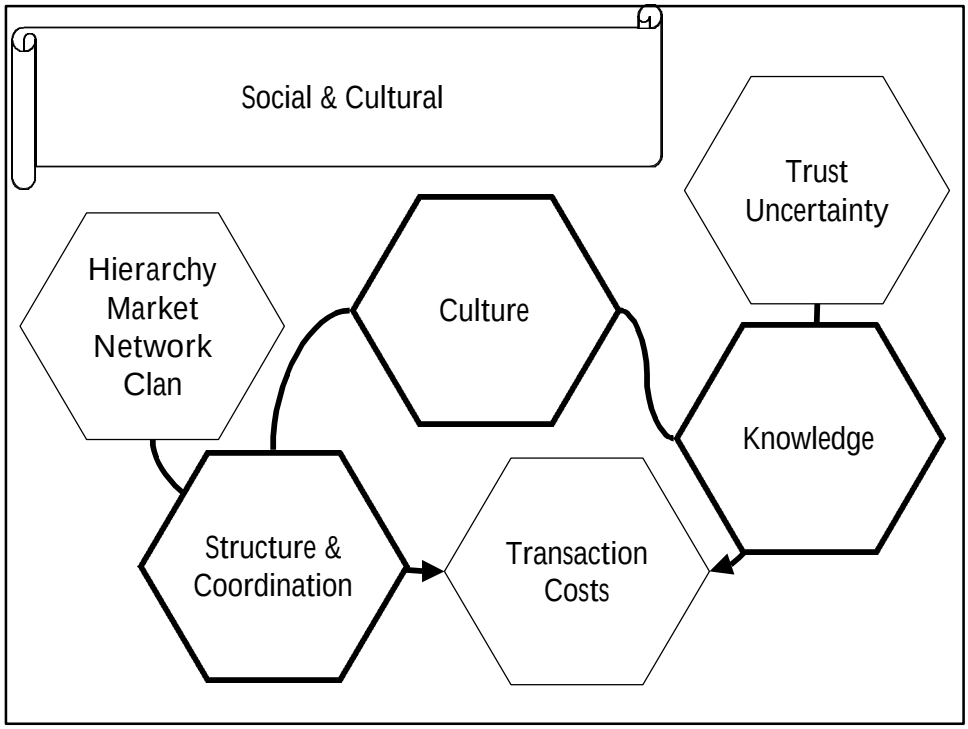

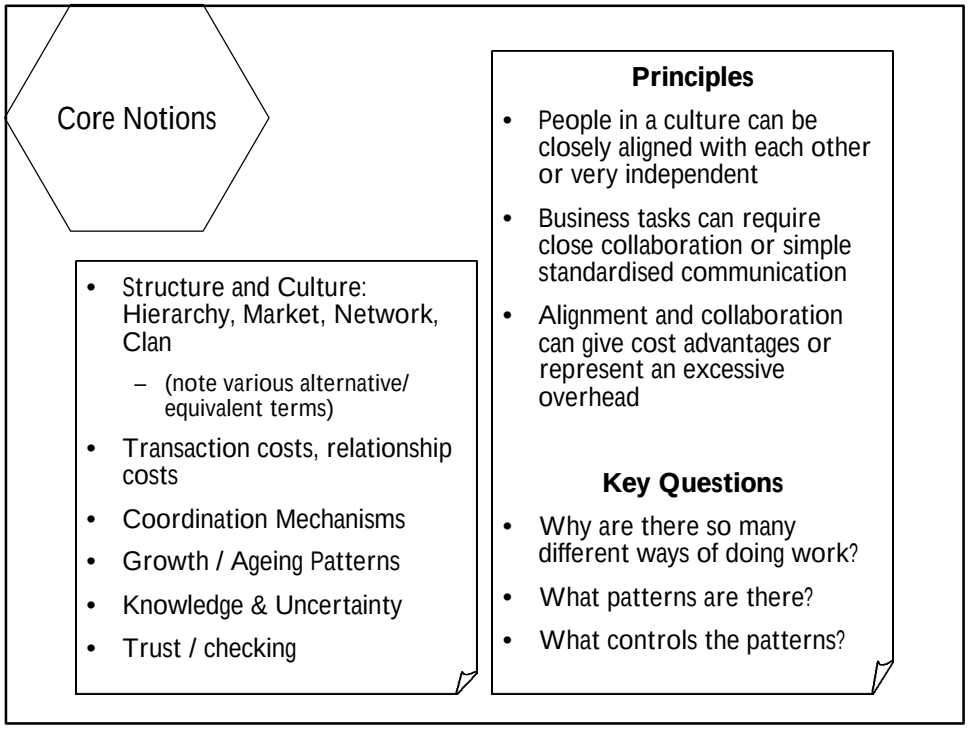

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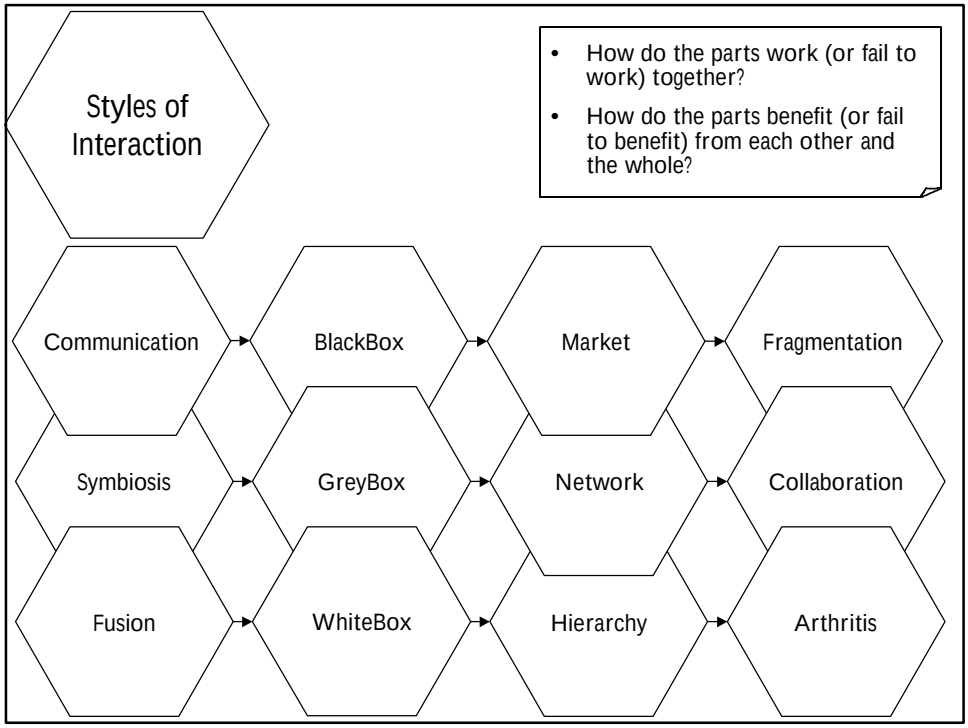

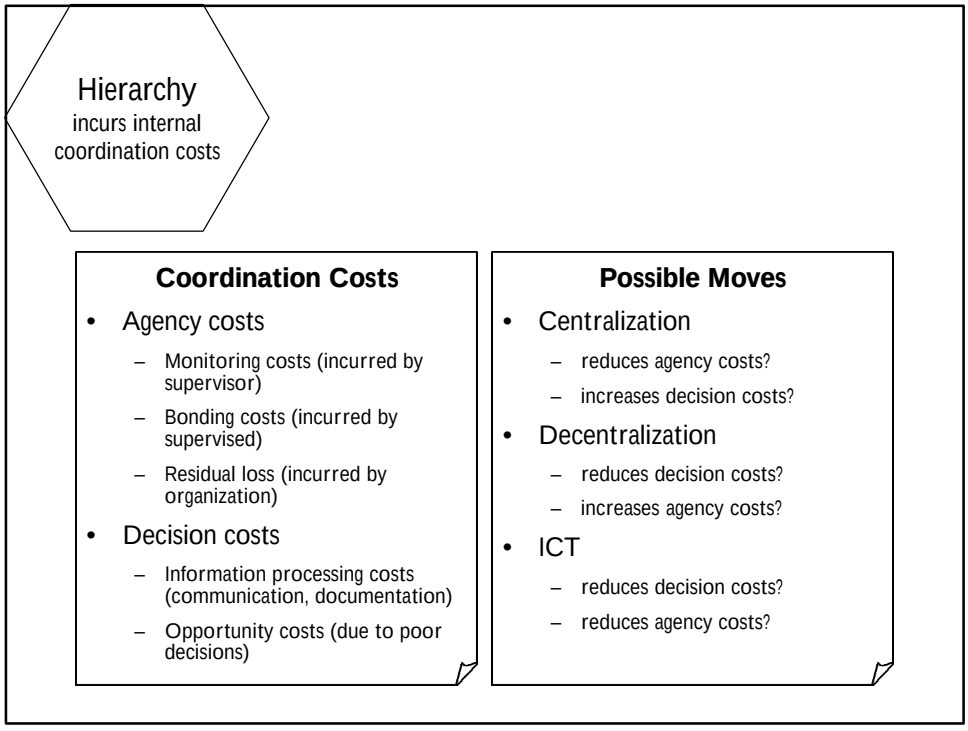

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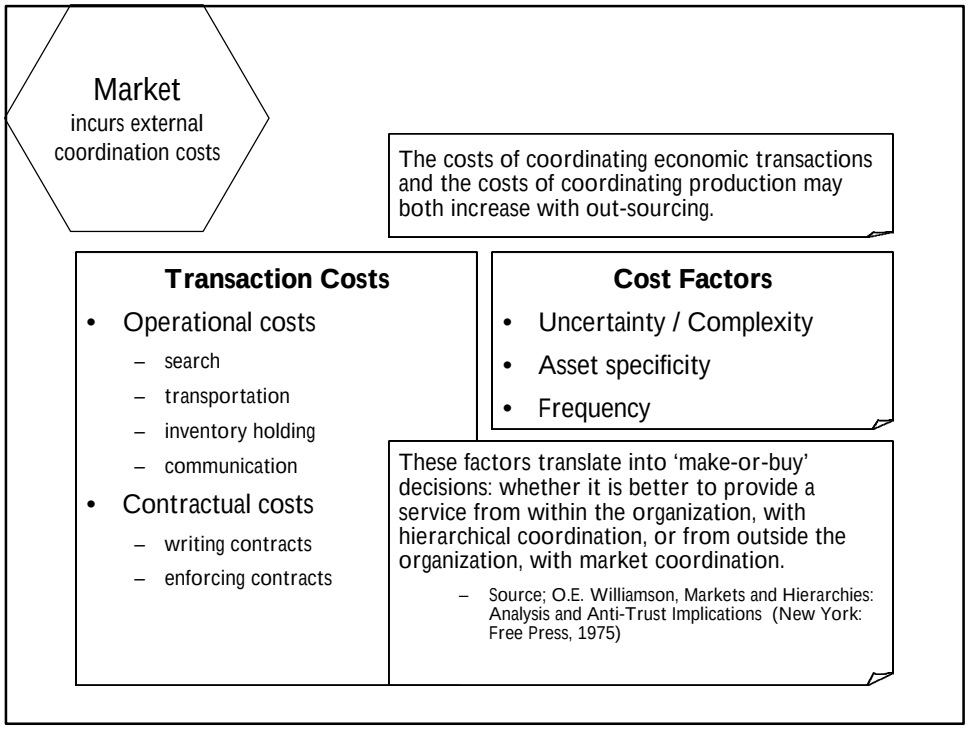

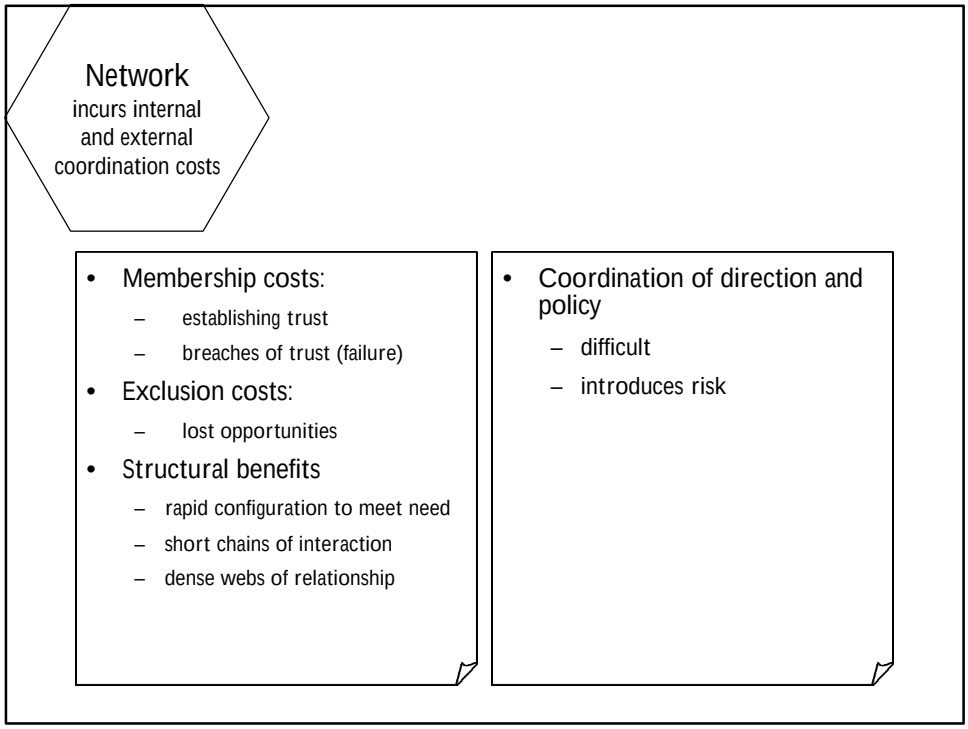

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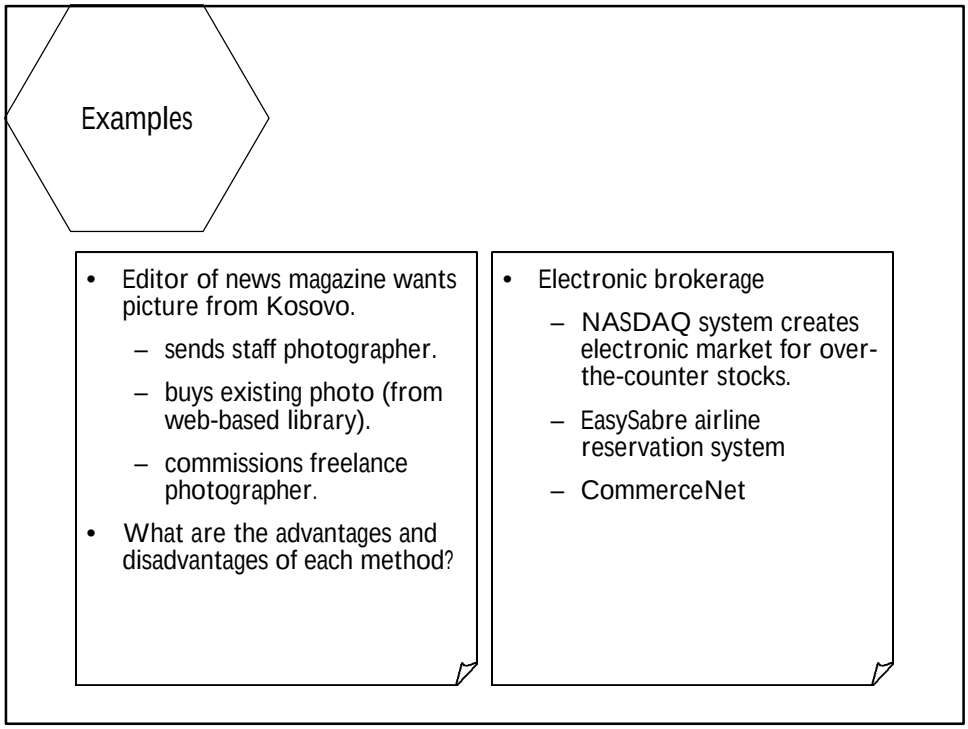

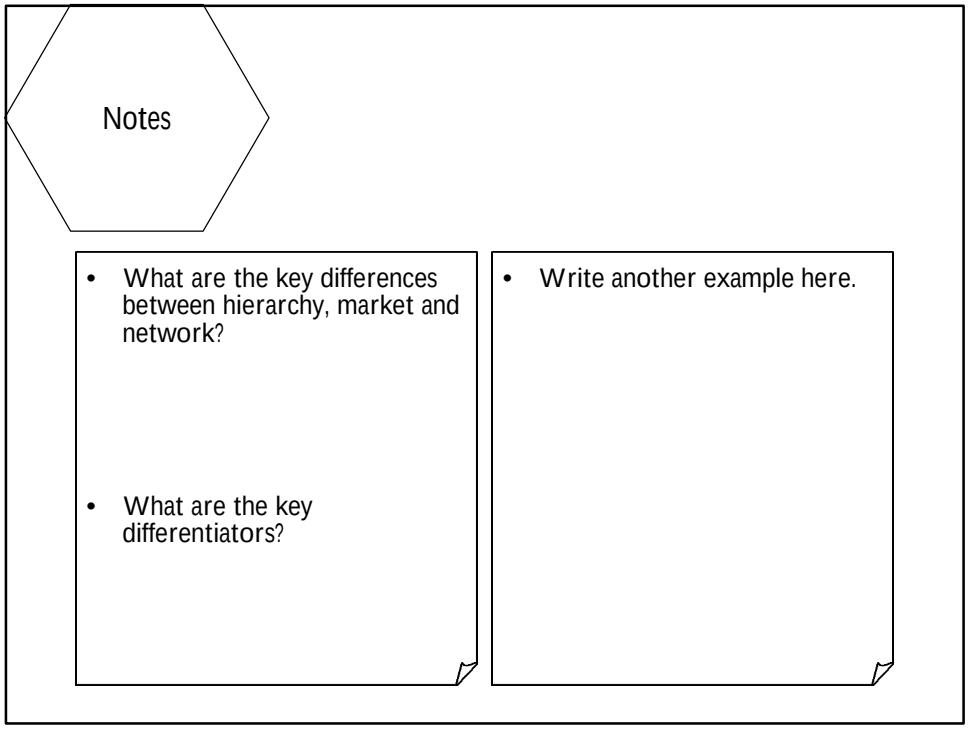

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Coordination Mechanisms
(based on Minztberg)

Pattern		Suitable for	
Mechanism	Organization Style	Environment	Task
Standardize Skills	Professional Bureaucracy	Stable and predictable	Complex
Standardize Procedures	Machine Bureaucracy		Simple
Standardize Norms (Indoctrination)	Missionary		Diverse
Standardize Inputs (Common Components)	Engineering Culture	Moderately Dynamic	Complex
Standardize Through Tools			Complex
Mutual Adjustment (Collaboration)	Adhocracy	Dynamic or unpredictable	Complex
Direct Supervision (Centralization)	Simple Structure		Simple
Standardize Outputs (Divisionalization)	Divisional Form	Multiple	Diverse

Work cultures

Handy

- Power culture
  - One person as a hub
- Role culture
  - Procedure and rule frameworks
- Task culture
  - Organisation contingent on work to be done
- Person culture
  - A range of dominant people according to circumstance

Hofstede

- Individualism - collectivism
  - Taking responsibility for oneself or for the group
- Power distance
  - Degree of authoritarianism, concentration of power
- Uncertainty avoidance
  - Use of policies, procedures and institutions to limit exposure to change
- Masculinity - femininity
  - Achievement or people focus

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Counter-cultures

Formation

- Reaction to non-inclusive cultural constructions
  - People find alternative definitions of success and power
- Based in cultural identity
  - Usually forms a strong and distinctive identity to mark out difference
- Attempts to subvert values and style

Uses

- Black teams
  - Use to attempt to break systems and security
- Intrapreneurship
  - Use to establish radical alternative routes for business

CD-Theory C-Space

According to Max Boisot, **a political economy of information** coincides with **a theory of cultural processes**.

	Undiffused information that is not readily shared	**Diffused** information that is readily shared
Codified information than can easily be set out on paper for transmission	**Proprietary Knowledge**	**Public Knowledge**
Uncodified information than cannot easily be set out on paper for transmission	**Personal Knowledge**	**Common Sense**

Diffusion *Problem solving* *Absorption* *Scanning*

Source: Max Boisot.

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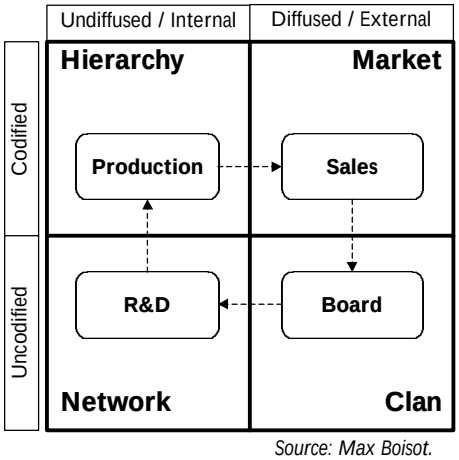
Four Types of Social Discourse

There are some interesting parallels and important differences between this theory and the preceding one.

	Digital "plain speaking" sharp differentiation	**Analogue** "rhetoric" blurred, ambiguous, undifferentiated
Foreground intentional meanings comprising the techno-social order	(scientismic) **Explanations**	(metonymic) **Justifications**
Background implicational meanings comprising the moral-aesthetic order	(hyperbolic) **Assertions**	(metaphoric) **Accounts**

Source: Stephen Linstead, Rhetorical & Organizational Control. Also draws on work by Gowler & Legge.

Culture and Structure



- Different industries and firms may have different cultures
- Different groups within the same organization may have different cultures.

Source: Max Boisot.

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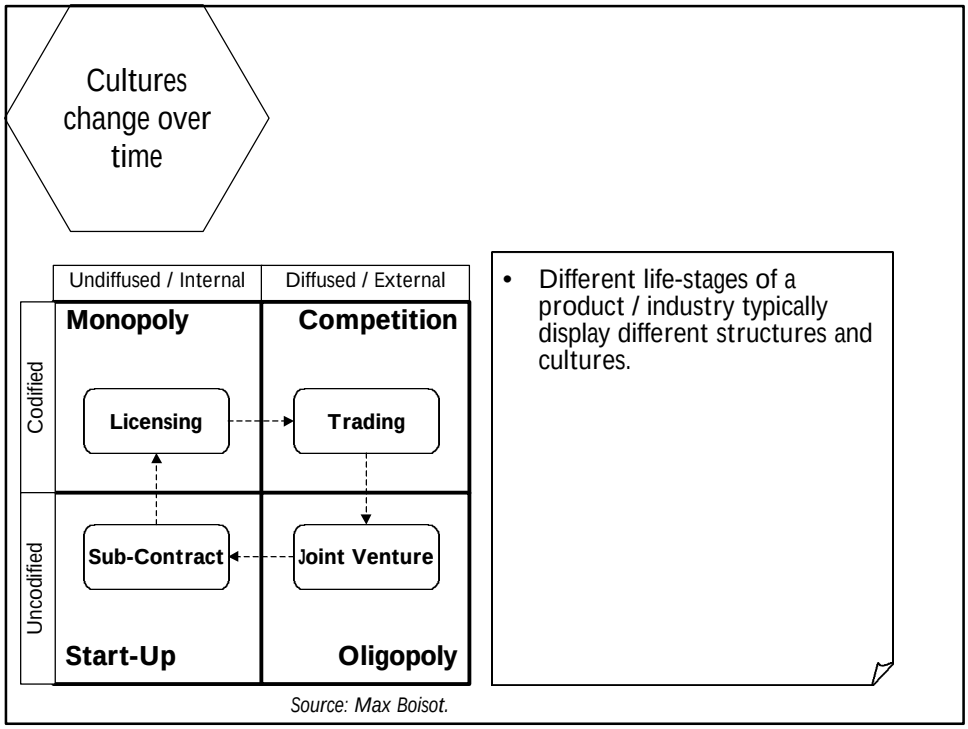

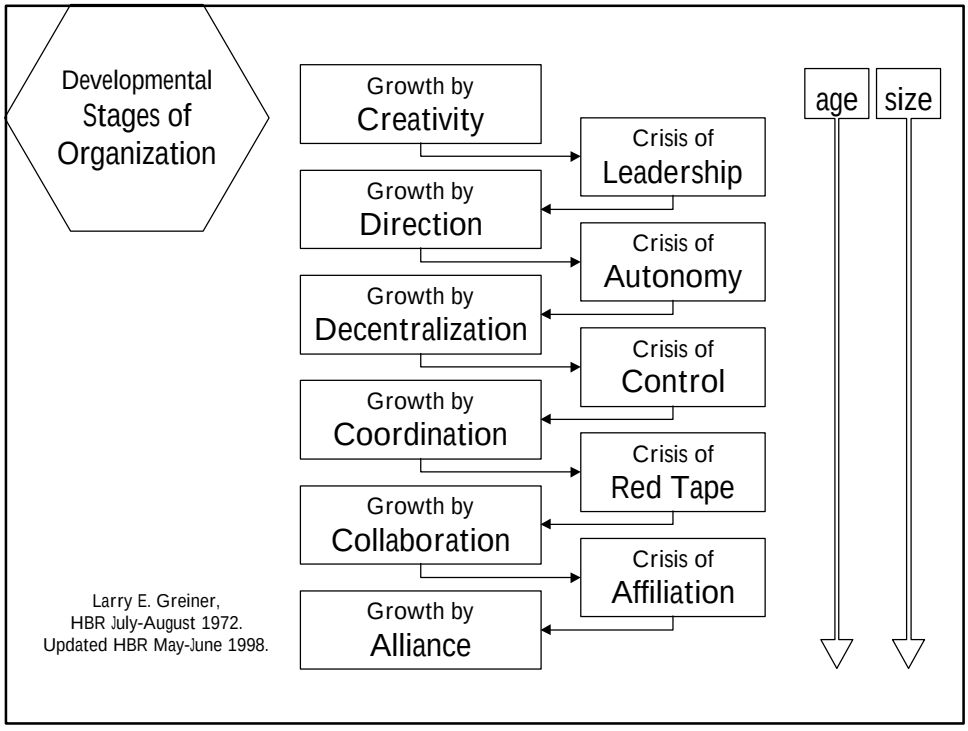

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Development Crises

Larry E. Greiner,
HBR July-August 1972.
Updated HBR May-June 1998.

- **Leadership**: who will lead the company out of the confusion created by unbridled creativity and solve the managerial problems confronting it through creating formal business structures?
- **Autonomy**: how will lower-level employees be freed from cumbersome and centralized top-down hierarchy to make better use of their more direct knowledge about markets and technology?
- **Control**: how will top-level executives recover control over a highly decentralized organization as autonomous managers prefer to run their own shows without coordinating plans, money, technology, personnel etc?

- **Red-tape**: how do both line and staff managers overcome the inappropriate aspects of the systems and procedures created to manage the enterprise as a whole, as they seek to respond to local conditions?
- **Affiliation**: how will the organization begin to look outside itself for partners and opportunities, as it realises that there is no internal solution, such as through new products, for stimulating its further growth?

Bureaucracy

Source: Morgan, Images of Organization, pp 89 ff

- Inhibits Organization Learning
  - Bureaucratic approaches to organization impose fragmented structures of thought on their members
  - Bureaucratic approaches to accountability encourage employees to engage in defensive and deceptive practices
  - There is often a gap between what people say and what they do.

- Institutionalises Processes
  - People can undertake roles without understanding the purpose or context
  - Allows organizations to achieve goals without trusting individuals with key knowledge or skills
  - Can give standardised outputs where it is important to be even-handed in the treatment of customers and clients

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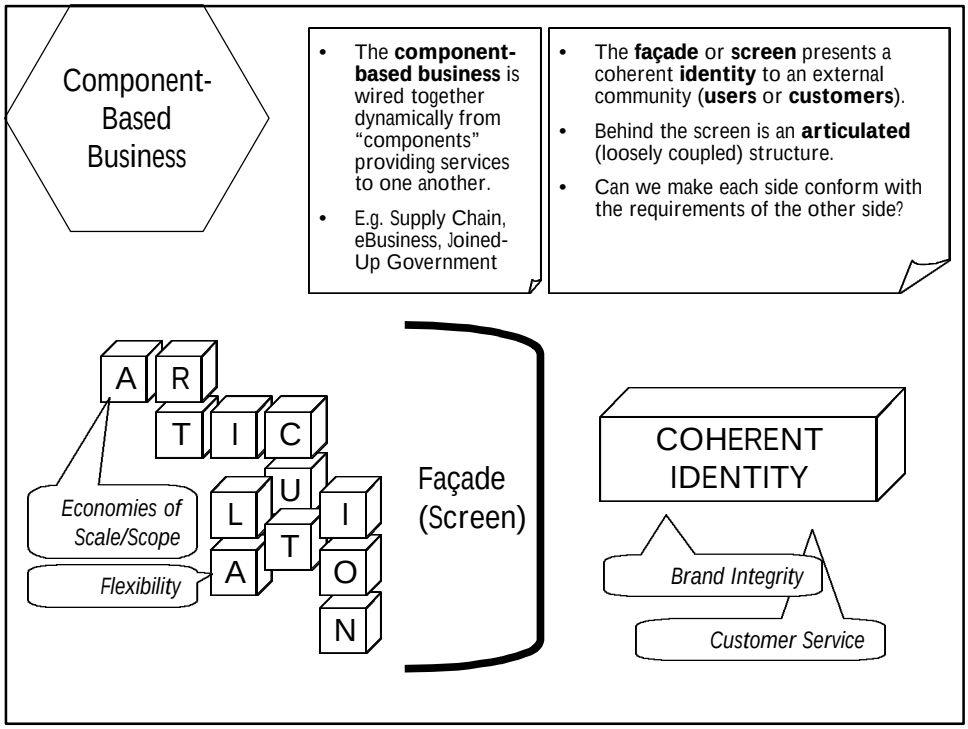

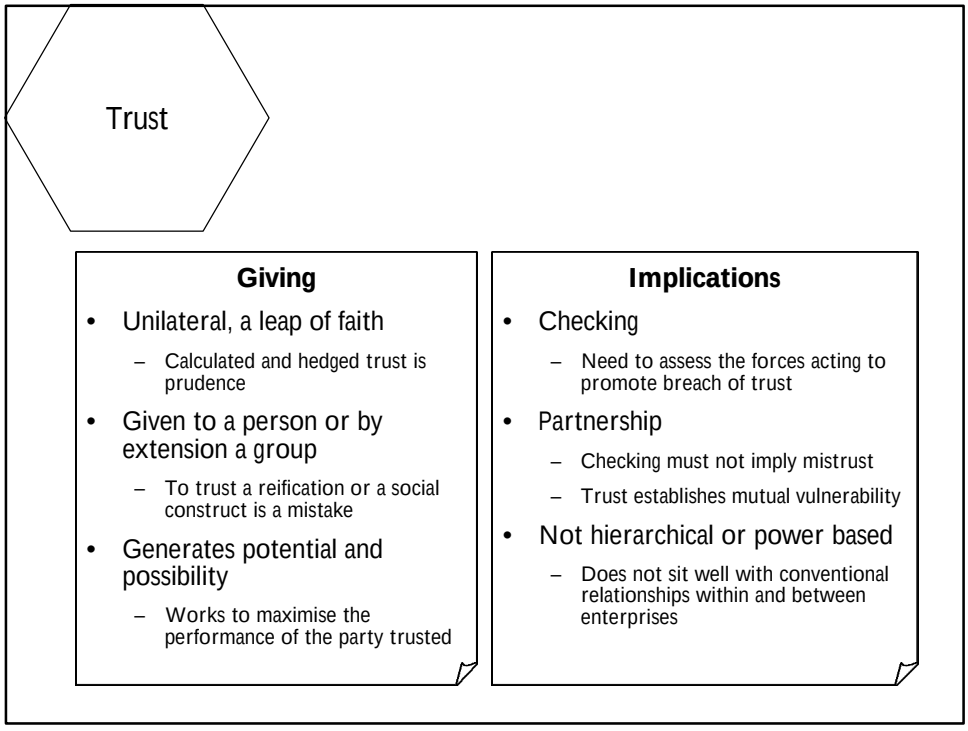

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Mimicry

The signs of trust can be faked

ECONOMICS of TRUST

- The value of the underlying business?
- The potential losses arising from abuse?
- The cost of displaying the signs of trust?

ECONOMICS of MIMICRY

- The incentive to abuse the trust?
- The incentive to mimic?
- The cost to mimic the signs?

STRATEGIES

- Faking trusted signs
- Attaching to / taking over trusted things
- Mingling with trusted things
- Sleeping until trusted
- Borrowing trusted identity

PHYSICAL EXAMPLES

- Counterfeit Products
  - refilled beer cans
  - Pirated (software) CDs
  - "British" beef
- Spurious employees, consultants

Trust and Transaction

Transaction Type	*Goal Congruence* (Level of trust available)	*Performance Ambiguity (Product Uncertainty)* (Level of trust required)
Market	Low	Low
Bureaucracy	Medium	Medium
Clan (Group)	High	High

Source: William Ouchi

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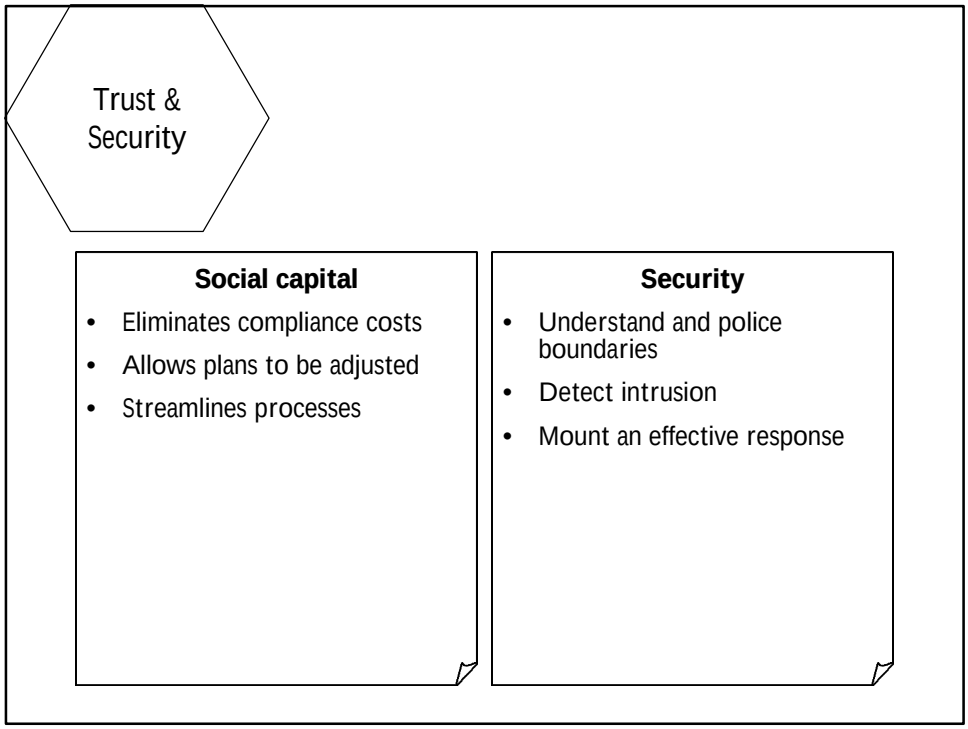

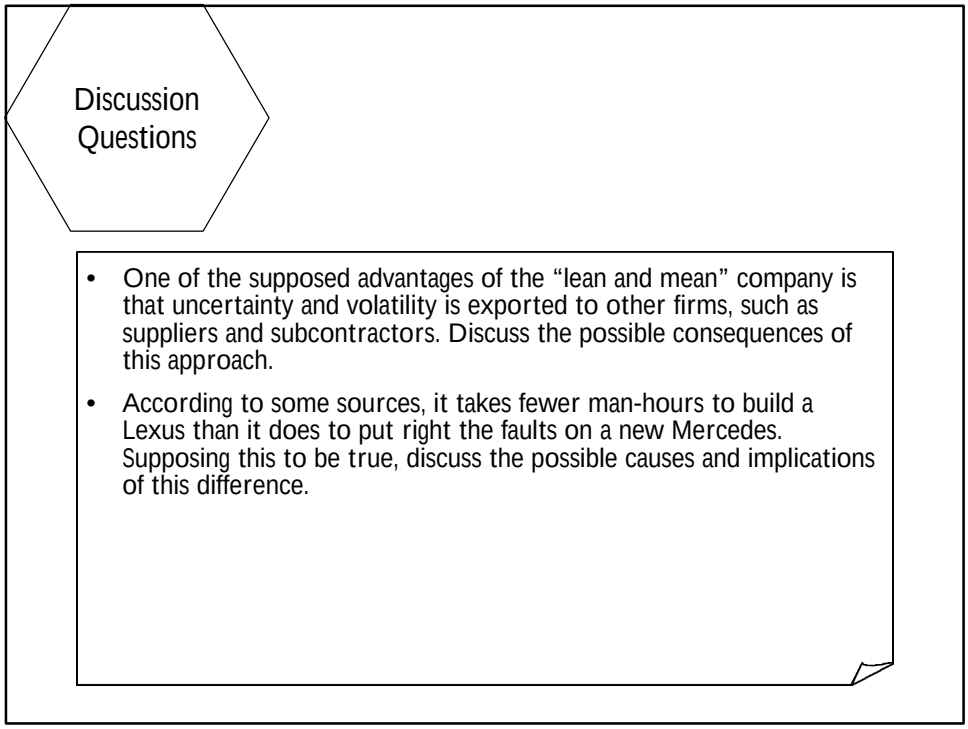

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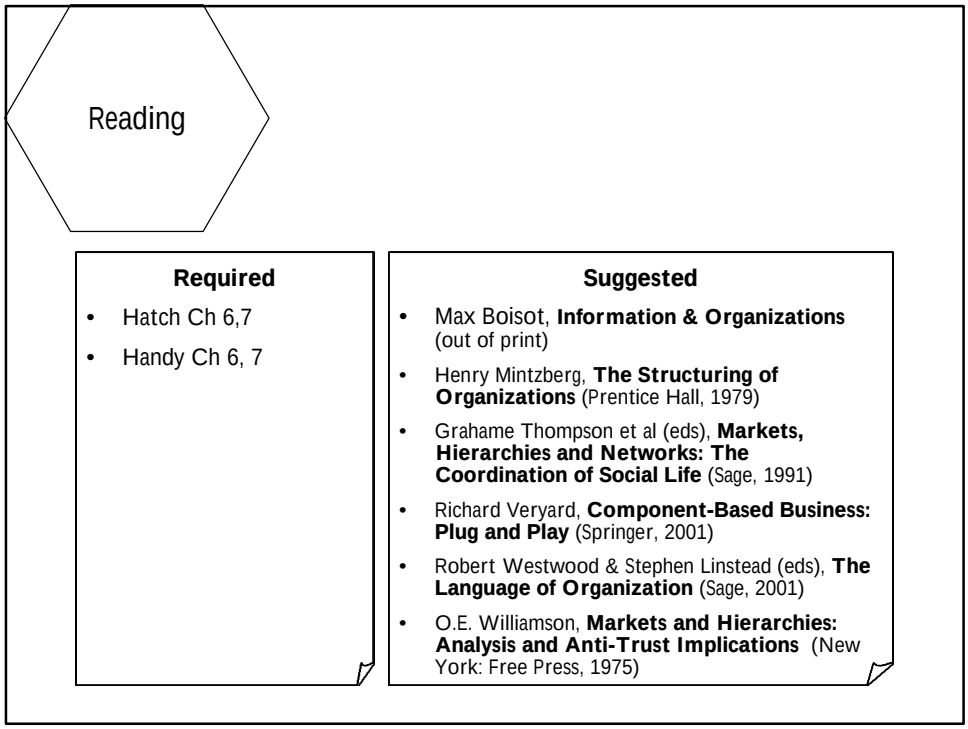

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