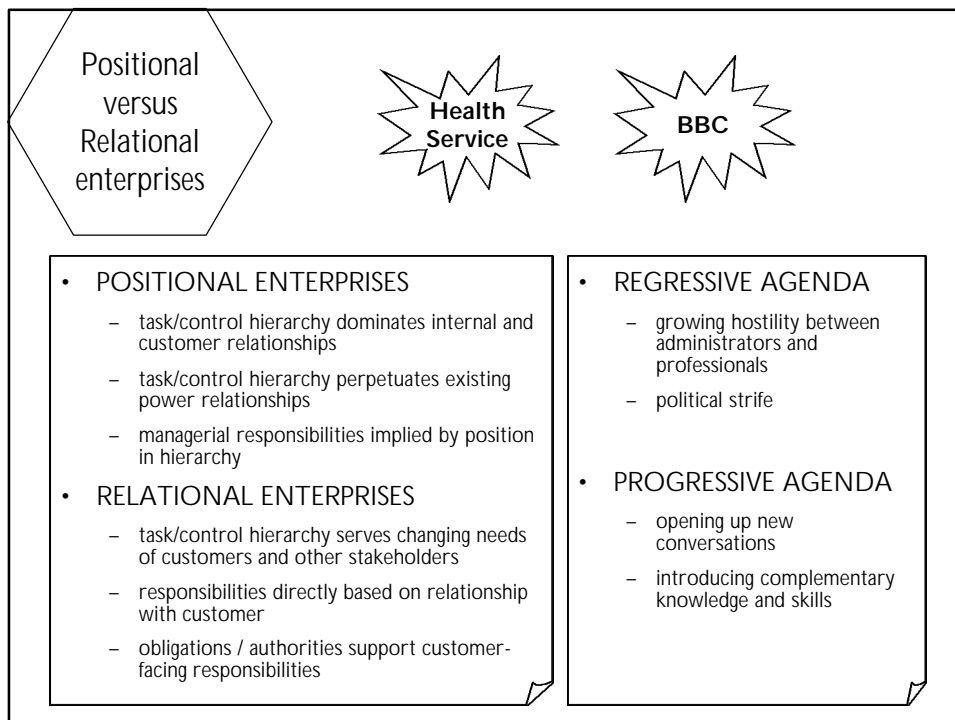
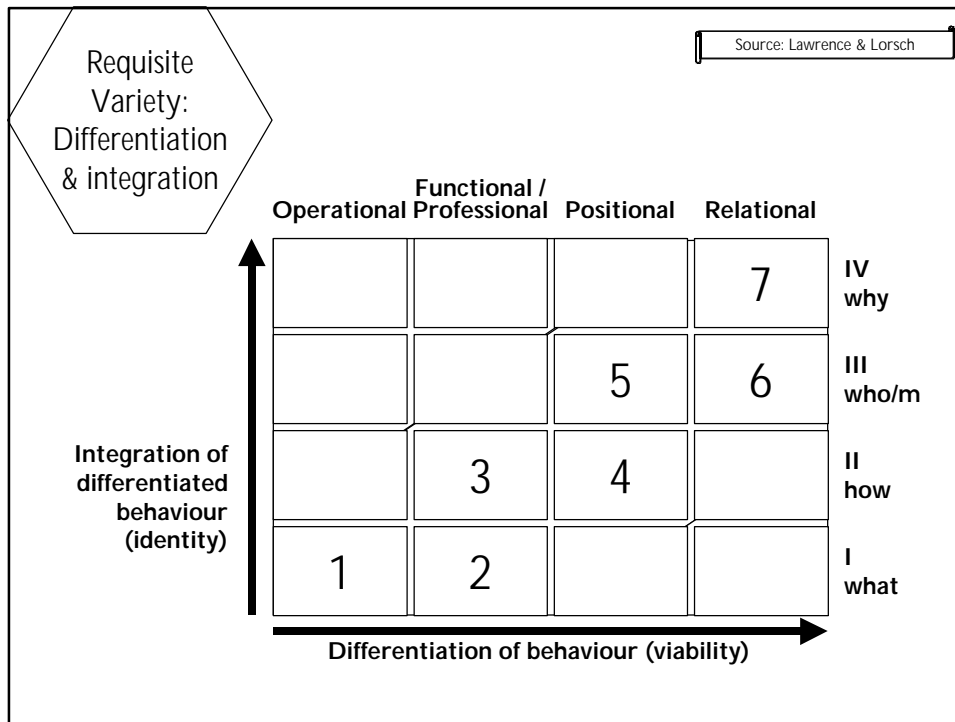


Requisite variety: 'causal texture' of environment

Source: Emery & Trist

"PLACID RANDOMIZED"	"PLACID CLUSTERED"	"DISTURBED REACTIVE"	"TURBULENT FIELDS"
<p>Opportunities & threats</p> <ul style="list-style-type: none"> • unchanging • undifferentiated. <p>Required behaviour</p> <ul style="list-style-type: none"> • operational effectiveness 	<p>Opportunities & threats</p> <ul style="list-style-type: none"> • unchanging • differentiated <p>Required behaviour</p> <ul style="list-style-type: none"> • specialist, to address different clusters of need • associated with professional skills and institutions 	<p>Opportunities & threats</p> <ul style="list-style-type: none"> • changeable • associated with competitors <p>Required behaviour</p> <ul style="list-style-type: none"> • focus on sustaining the competitive positions taken up by the enterprise 	<p>Opportunities & threats</p> <ul style="list-style-type: none"> • dynamic • arising from the environment itself <p>Required behaviour</p> <ul style="list-style-type: none"> • dynamic response to environment • focus on 'relational' behaviour



Questions to ponder

- Does it make sense to say THE environment for an organization?
- Does the external environment determine the sort of organisation that will be found in it, or can organisations make their own environment?
- Can an organisation be too clever for its market, or will clever organisations always win?
- Are certain sorts of conflict within organisations a direct and unavoidable result of what they are trying to do?
- What can Positional organisations do that Relational organisations cannot do?

Reading

Required	Suggested
<ul style="list-style-type: none">• Hatch, Chapters 3 & 4.	<ul style="list-style-type: none">• Gareth Morgan, Images of Organization.• Ralph Stacey, Strategic Management and Organisational Dynamics, (Pitman)