

## Organizational Dynamics

Buelens: Three generations of organizational models & theory	Strategy	Organization	Management
<b>First generation</b>	Strategic planning, costleadership	Rules, hierachy, centralized	Directive
<b>Second generation</b>	Competitive Diversification	Divisional, matrix, marketing many staff	Objectives & results
<b>Third generation</b>	Alliances, core competencies Outsourcing	Network, knowledge mgnt, team, task, learning	Coaching/empowering

Past Manager	Future manager
Order giver, privileged elite, controller	Facilitator, team member, coach
Periodic learning, narrow specialist	Life-long learning, generalist
Time, effort, rank	Skills, results
Monocultural, monolingual	Multicultural, multilingual
Formal	Social and technical
Type X	Type Y
Vertical communication	Multi-directional
Input for individual decisions	Joint decisions
Competitive win-lose relations	Cooperative win-win relations
Powerkey hoard	Shared
Resist change	Facilitate change

McGregor's Theory X	McGregor's Theory Y
Most people dislike work	Work is a natural activity
must be coerced an threatened to work	capable of self-direction and control
require close direction while working	self-controllable to objectives
prefer to be directed	Organizational objectives
avoid responsibility	Accept and seek responsibility
Little ambition	Ambitious
Interested in only security	Creative

### 7-steps-model

#### 1. Organizational Strategy

What business are we in  
 How do we differentiate ourselves  
 Elaborating  
 Extending  
 Reconciving

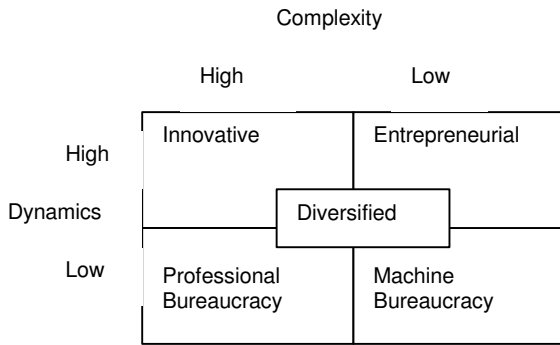
#### 2. Analysis of factors that influence the structure

Six parts of the organization  
 (doel is congruence (complexity and dynamics) en consistency (coordination and (de)centralization)

Strategic apex (goals, strategie, environment)  
 Middle line (Formal power, links top to operating core)  
 Technostructure (efficiency operational core)  
 Support staff (supporting activities)  
 Operating core (input throughput output)  
 Ideology (traditions and believes)

#### Five basic types of organizations

Structure	Coordination	Keypart	Characteristics	Situation
Simple, Entrepreneurial	Direct supervision	strategic apex	centralization	young and dynamic
Machine bureaucracy	standard. of workprocesses	technostructure	highly formalized, specialized, functional ltd horizontal decentralization	old large stable environment massprod
Professional bureaucracy	Stand. Of skills	operational core	specialized hor. decentr. low formalization	complex but stable complex routine tasks
Divisional structure Diversified organisation	Stand. Of output	Middle line	P/M-structure Vert. decentralisation Mangnt by objectives	Old Large Segmented markets
Adhocracy Innovative organisation	mutual adjustment	Support staff	Projectteams Lateral relations Strong specialization	Young Complex and dynamic environment Complex non-routine tasks
Missionary Political	Stand. Of norms None	Ideology None	Decentralization Varies	



**Contingency principle:**

- Mechanistic
- Organistic

Contingency factor	Mechanistic (static)	Organic (Dynamic)
Environment	Low environmental Complexity High internal complexity High Formalization High centralization	High environmental Complexity Low internal complexity Low Formalization High decentralization
Size (up to 1500-2000)	High number of employees Increased complexity Decreased centralization compensated by increased formalization	Low number of employees
Strategy (Organization can influence environment)	Defender (functional, centralized, simple) Reactor (no strategy)	Prospector (Product, decentralized, complex) Analyzer (Matrix, (de)centralized, very complex)
Technology	Medium technological complexity Routine	High technological complexity Non-routine

**Perrow**

Technology	Formalization	Centralization	Span of control	Coordination and control
Routine	High	High	Wide	Planning and rigid rules
Engineering	Low	High	Moderate	Reports and meetings
Craft	Moderate	Low	Moderate wide	Trainings and meetings
Non-routine	Low	Low	Moderate narrow	Groups- norms and meetings

**Lawrence and Lorsch:** As environmental complexity increased, successful organizations exhibited higher degrees of both differentiation and integration

**3. Analysis of the primary process**

(Up-Mid-Down stream, primary processes, value-chain primary and support activities, customers value)

**4. Horizontal cutting (differentiation):**

- Functional structure (F)
- Productstructure (P)
- Marktstructure (M)
- Geographical structure (G)
- Matrix structure (Matrix)
- Horizontal cutting criterion is relative heterogeneity and dominance
- Horizontal cutting balancing between efficiency and effectivity

**5. Vertical cutting:**

- Relative degree of decentralization
- Distributing line, staff and complementary functions
- Determining the number of hierarchical levels

**6. Pasting or Integration (Horizontally & Vertically)**

**7. Nurse-effect**

**Coordination mechanisms depend on nature of interdependencies between organizational units**

**Types of interdependence in organizational design:**

- Pooled (Product A +Product B is product C) Simple goals, hierarchy, budgets
- Sequential (Naaf, Wiel, Fiets) planning, group targets
- Reciprocal (Ingenieursbureau) Complex, increasing costs task forces, integrating dep.

**Culture & Socialization**

**Vier functies organisatiecultuur**

- Identiteit
- Duidelijkheid
- Stabiliteit
- Verbintenis

**Cultural Union:**

1. Assumptions and beliefs
2. Values & norms
3. Myths, heroes, stories, symbols
4. Behavioral codes, rites, procedures, strategies and structures

**Dimensions of organizational culture (Sanders & Neuijen)**

<u>(machine bureaucracy</u>	vs	<u>innovative org)</u>
Process-oriented	vs	output-oriented
Job-orientation	vs	People- orientation
Organization-linked	vs	professional-linked
closed	vs	Open
Tight control	vs	loose control
normative	vs	Pragmatic

**Cultural change:** Denial, Anger, Depressive, Hagglng (het beste er van maken), Acceptation

**Cultures:**

Formal	vs	informal
Weak	vs	strong
On stage	vs	off stage
Levels		

**Harrison cultures:**

- Power culture      functioneel, charismatisch leiderschap, entrepreneurial
- Role culture        leger, overheid, 9-5 cultuur
- Task culture        team, eindproduct gericht
- Person culture     individu

**Organizational Socialization:**

1. Outsider
2. Anticipatory socialization (learning)
3. Encounter (ondervinden)
4. Change and acquisition (full adjustment)
5. Socialized insider

**Jobdesign**

**(Herzberg)**

<b>Hygiene factors</b> (Extrinsics, Context)	<b>Motivators</b> (Intrinsics, Content)
Policy, management organization	Possibility to deliver Performance
Leadership, supervision styles	Recognition
Personal relations	Work itself(challenge, creativity)
Working conditions	Responsibilities
Reward	Career perspectives (learn and grow)
<b>Neutral or negative attitude</b>	<b>Positive attitude</b>

<b>1. Core job characteristics</b>	<b>2. Critical psychological states</b>	<b>3. Affective and behavioral outcome</b>
Skill variety, task identity(whole job), task significance	Experienced meaningfulness	Internal work motivation
Autonomy (freedom)	Experienced responsibility	Growth satisfaction
Feedback from job	Knowledge of the actual results	General job satisfaction
		Work effectiveness
	<b>Moderators:</b> Knowledge and skills Growth need strength Context satisfaction	

**Motivating Potential Score:**

$$MPS = \frac{\text{skill variety} + \text{task identity} + \text{task significance}}{3} \times \text{autonomy} \times \text{feedback}$$

**Learning**

Selfconcept: self-esteem(attitude), self efficacy(ability), self monitoring (emotions)

Cognitive biases: selective perception; memory; wishful thinking; processing info; anchoring & adjustment; illusion of control; hindsight  
Vb Schemata (restaurant): card-tray; compaqring; matching;filling blanks

**Perception/sense-making as a learning process (Neisser):**

- **Modifies** (adjusting schemata on basis of stimuli)
- Schemata **Directs** exploration/perception

- Samples (own reality)

**Types of learning:**

- Classical conditioning (learning by book or instruction)
- Operant conditioning (learning by experience)
- Social learning (identifying behavior, create positive learning situations, positive feedback)
- Cognitive learning

Contingencies of reinforcements	Event is added	Event is removed
Pleasant event	Positive reinforcement	Omission
Unpleasant event	Punishment	Negative reinforcement

**Motivation**

**Motivation theories:**

- Need theories (focus on unsatisfied needs)
  - Maslow: physiological; safety; love; esteem; self-actualization
  - **McClelland**: need for achievement; need for power; need for affiliation (erkenning)
  - Herzberg Motivator-hygiene model
- Behavioral theories describe influence on behavior (focus on desired and undesired behavior by reward & punishment)
  - Behavior modification
  - Goal setting (challenging, not impossible)
- Cognitive theories describe decision-making process given the needs (focus on preventing blockages)
  - Expectancy theory (**Vroom**, Porter, Lawler)  
People are motivated to behave in ways that produce valued outcomes
  - **VEPPO-model**: Value of outcome (Value of reward); Effort-Performance Expectancy; Performance-Outcome expectancy
  - Adam's equity theory (motivation is a function of fairness in social exchanges)  $\text{output/input person} = \text{output/input others}$

**Group-processes (teams)**

**Why groups?:** Security; status; self-esteem; affiliation; Power; goals; test and share

Pré-stadium	Individual issues	Group-issues
Forming	Do I fit?	Why are we here
Storming	Role?	Why are we fighting
Norming	Expectation?	roles and work?
Performing	Performance?	Properly?
Adjourning	Next?	transition

**Belbin's team roles:**

- Co-ordinator: chairperson, goals, delegates
- Shaper: drive, dynamic
- Plant: creative, solves difficult problems
- Monitor evaluator: sober, judges accurately
- Implementer: disciplined, reliable, practical actions
- Teamworker: co-operative, mild, diplomatic
- Resource investigator: enthusiastic, develops contacts
- Completer: anxious, on time delivery, error searcher
- Specialist: self-starting, single-minded

**Dimensions of Teams/communication:**

- Content
- Procedure
- Process

**Group-processes (politics)**

**Evolution of power:**

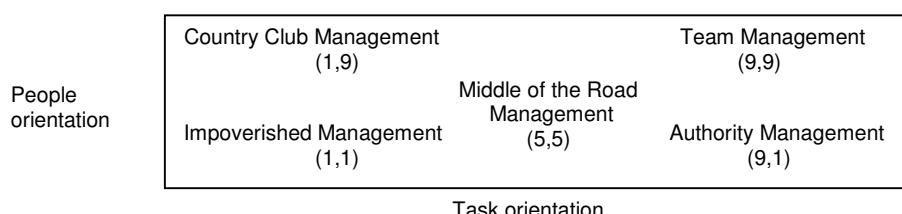
- Authoritarian power (Domination)
- Influence sharing (Consultation)
- Power sharing (Participation)
- Power distribution (delegation)

**Relationship between conflict intensity and outcomes:** Too little conflict; **Appropriate conflict**; Too much conflict

**Leadership**

Management	Leadership
Planning, control, organization	Values, vision
Task orientation	Development minded
Objective decision making	Intuition, emotion, ratio
Goals, results	Internal and external stakeholders
Intellectual stimulation	Inspiration, emotional stimulation

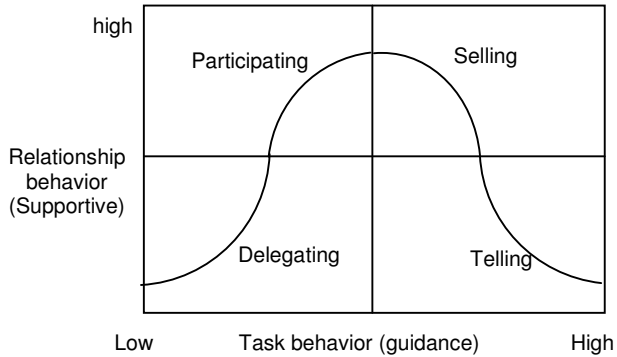
**Blake & Mouton's Managerial Grid:**



**Fiedler's contingency theory**

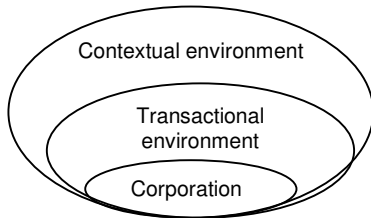
Leader-Member relations	Good	Good	Good	Good	Poor	Poor	Poor	Poor
Task structure	Structured	Structured	Un Structured	Un Structured	Structured	Structured	Un Structured	Un Structured
Position Power	Strong	Weak	Strong	Weak	Strong	Weak	Strong	Weak
Recommended leadership orientation	Task-oriented	Task-oriented	Task-oriented	Relationship oriented	Relationship oriented	Relationship oriented	Task-oriented	Task-oriented

**Hersey & Blanchard's situation theory**



**Organizational change**

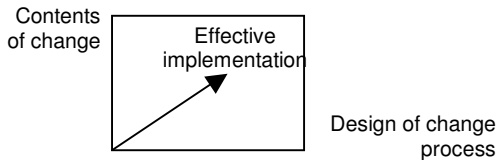
**External forces to change:**



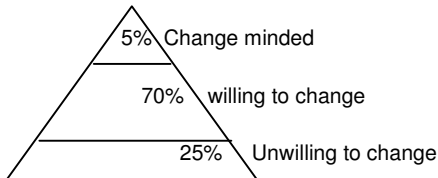
**Types of planned changes:**

- Adaptive innovative (new to organization)
- Radical innovative (new to industry)
- **Lewin's model:** Unfreezing, changing, freezing
- Systems model: inputs - changes - outputs

**Implementation of change**



**Attitudes on Change**



**Resistance to Change:**

- Not being able to (te verhelpen)
- Not willing to (deels te verhelpen)

**Strategies for overcoming resistance:**

- Education & communication (lack or inaccurate infor)
- Participation & involvement (others information & power)
- Facilitation & support (adjustment problems)
- Negotiation & agreement (loosing group has power)
- Manipulation & co-optation (TINA or too expensive)
- Explicit & implicit coercion (dwang) (speed is essential and initiators have power)

**The iceberg:** observable data; Selective data; meanings; Assumptions; conclusions; beliefs; actions (going down the ladder of inference; gevolgtrekkingen)