

### Introduction

#### Three goals of theory

- \* To explain events in the past -- why did that outcome, known as the dependent variable (DV), happen?
- \* To predict events in the future -- what will happen?
- \* To possible control events in the future -- how can I influence/change the outcome (DV)?

#### Theory validity base for frames

- \* Does it meet the assumptions?
- ^ Underlying beliefs, things we take for granted about the subject under study
- \* Does it meet the scope conditions?
- ^ Limits under which the theory holds or applies
- \* How can we make a valid test of the theory?

#### Difference between Causal Relationship (positive or negative) and Correlation

- \* Changing one variable does not cause the other variable to change, but changes in both variables can mean a correlation.
- \* Correlation  $\neq$  causation.

### Chapter 4

#### Structural dilemmas

- \* Differentiation vs integration - division of labor
- \* Gaps vs overlaps - incomplete tasks vs duplication, waste of resources
- \* Underuse vs overload
- ^ Overloading leads to turnover: lower consistency, more money spent or absenteeism: lower productivity and consistency, more overwork (other employees pick up slack), more money spent (overtime)
- \* Lack of clarity vs lack of creativity
- \* Excessive autonomy vs excessive interdependence
- ^ Self-governance vs dependent on other people
- \* Structure too loose vs too tight
- \* Goal-less vs goal-bound
- \* Irresponsible vs unresponsive
- ^ Not being held accountable to rules/policies vs not accommodating customers - caught up in "red tape"

#### Generic issues in restructuring

- \* Strategic apex pushes for more alignment, centralization.
- \* Middle managers try to protect autonomy and room to run their own units.

### Chapter 4 (cont)

\* Technostructure pushes for standardization, believes in measurement and monitoring.

\* Support staff prefers less hierarchy, more collaboration.

#### Why Restructure?

- \* Technology change
- \* Environmental shifts
- \* Organizations grow
- \* Leadership changes

#### Making Restructuring Work

Basic principles of successful restructuring:

- \* Develop new goals & strategies to reflect current challenges
- \* Used experimentation to try things out, retain what worked and discard what didn't

### Management Thinking

Traditional Management Thinking	Artistic Management Thinking
See only one or two frames	Holistic, multi-frame perspective
Try to solve all problems with logic, structure	Rich palette of options
Seek certainty, control; avoid ambiguity, paradox	Develop creativity, playfulness
One right answer/best way	Principled flexibility

### Theoretical Frames

	Structural Frame	Human Resource Frame
<b>Metaphor for organization</b>	Factory or machine	Family
<b>Central concepts</b>	Rules, roles, goals, policies, technology, environment	Needs, skills, Relationships
<b>Image of leadership</b>	Social architecture	Empowerment
<b>Basic leadership challenge</b>	Align structure to task, technology, environment	Align organization and human needs

  

	Political Frame	Symbolic Frame
<b>Metaphor for organization</b>	Jungle	Carnival, temple, theater
<b>Central concepts</b>	Power, conflict, competition, organizational politics	Culture, meaning, metaphor, ritual, ceremony, stories, heroes
<b>Image of leadership</b>	Advocacy	Inspiration
<b>Basic leadership challenge</b>	Develop agenda and power base	Create faith, beauty, meaning

### Chapter 1

#### Strategies for improving organizations

- \* Better management
- \* Listening to employees
- \* Manager needs to learn different management styles → management training or workshops
- \* Bringing more people into management → bringing in new people if needed
- \* Consultants
- \* Different perspective, usually unbiased
- \* Government policy and regulation
- \* External forces that are brought in to help improve or change orgs

#### Theory base for frames

Theoretical frame: A set of theories that allow us to explain, predict, and control behavior

- \* Used to understand and analyze situations, diagnose problems, and formulate solutions

#### Frames and reframing

- \* Frame: a metaphor to describe how we perceive and therefore interpret reality (mental map, window, tool, etc).
- \* Theoretical frame: a set of theories that allow us to explain, predict & control behavior.



### Chapter 5

#### Basic structural team configurations

##### One Boss

\* Structure is fast & efficient, works well with simple tasks & situations

##### Dual Authority - divisible tasks

\* Added layer limits and slows communication between boss and lower levels, team morale and performance may then suffer

##### Simple Hierarchy

\* One middle manager reports to the boss while supervising and communicating with team members

##### Circle

\* Information and decisions flow sequentially among members

\* Relies only on lateral coordination and each person only deals with two other members

\* A weak link can undermine the team ; complex tasks can create problems

##### All Channel

\* Information and communication flows freely, between all members, high morale

\* Effective for complex tasks requiring creativity

\* Not suited for simple tasks -- too slow and inefficient

#### Teamwork and interdependence (sports examples)

### Chapter 5 (cont)

Baseball (LOW interdependence)

\* Team goal met via individual players meeting goals  
\* Individual efforts usually autonomous (self-control), loose coordination between specific teammates

\* Managers' decisions are tactical, (ex. substitutions)

Football (MODERATE interdependence)

\* Players work in close proximity, individual efforts are tightly synchronized, all members involved in a "play"  
\* Integration through planning and top-down control; different units have own coordinator (ex. offensive)

\* Tougher to swap players from teams due to different philosophies, cultures, and systems

Basketball (HIGH interdependence)

\* Players work in very close proximity, switching roles  
\* Individual efforts reciprocal, depend fully on others' performance & can anticipate moves over time

\* Coaches serve as integrators, reinforce team cohesion and lateral coordination

### Chapter 5 (cont)

#### Team structure and high performance

\* Translate purpose into specific, measurable goals

\* Manageable size (smallest size possible to get job done)

\* Common commitment (social contract to guide behavior)

\* Collectively accountable

#### Self-managed teams

\* Plan, organize, lead and staff by themselves

\* Assign tasks and roles to members

\* Plan and schedule work (set deadlines, etc)

### Chapter 2

#### Common fallacies in organizational problem diagnosis

\* Blame people - bad attitudes, abrasive personalities, neurotic tendencies, stupidity, or incompetence

\* Blame the bureaucracy - organizations are stifled by rules and red tape

\* Black thirst for power - organizations are jungles filled with predators and prey

\* Human tendency is to find simple solutions to complex problems

### Chapter 2 (cont)

\* We satisfice (settle on the first available solution) instead of searching for the option that will maximize decision quality

\* While common fallacies might contain some truth, they oversimplify reality and only give a partial perspective

\* Ex. "the bureaucracy" perspective is better at explaining how organizations should work rather than explaining why they often don't work

#### Sources of Ambiguity

\* Not sure what the problem is or what's going on

\* Not sure (or can't agree) on what we want

\* Don't have the resources needed

\* Not sure who's supposed to do what, how to get what we want, or how to determine if we succeeded or failed

#### Coping with ambiguity & complexity

\* You see what you expect (expectation bias), and what you want to see (selective perception)

\* Can lead to confirmation bias



### Chapter 6

#### Maslow's Hierarchy

5. Self-actualization
4. Esteem
3. Belongingness, love
2. Safety
1. Physiological

#### Theory x & y (McGregor)

Theory X assumes people are passive, lazy, prefer to be led, & resist change. Leads to micromanaging and less trust in employees.

Theory Y assumes people are proactive, curious, responsible, & trustworthy.

Leads to more freedom, no micromanaging - trust employees to do the work.

#### Personality & organization (Argryis)

Workers adapt to frustration in several ways:

- \* Withdraw - absenteeism/pre-senteeism or quitting
- \* Become apathetic, psychologically withdrawn
- \* Resist top-down control through restricting output, deception, featherbedding, or sabotage
- \* Climb the hierarchy to escape lower levels
- \* Form alliances to redress power imbalances (ex. labor unions, support groups, etc)
- \* Train children to believe work in unrewarding

#### Lean and mean vs Invest in people

Win through low costs

### Chapter 6 (cont)

- \* downsize ("dumbsizing"), outsource, hire temps & contractors
- \* yields short term benefit
- \* corrosive effect on worker commitment & morale
- \* approach can work well in an economic downturn
- Win with talent
- \* build skilled, well-trained workforce
- \* yields long-term payoff
- \* during economic booms, companies compete over workers due to skill shortages → competitive edge

### Chapter 3

#### Structural assumptions

Organizations exist to achieve established goals and objectives  
Specialization and division of labor increase efficiency and performance

Structure must align with circumstances

^ Can be internal...

^ ...or external (competition, laws and regulations, economy, resource availability, time of year/fluctuations in demand or business)

Problems arise from structural deficiencies

#### Basic structural tensions

- \* Differentiation: dividing work, division of labor

### Chapter 3 (cont)

- ^ business function (marketing, accounting, etc), time, product, customer, place, process
- \* Integration: coordinating efforts of different roles and units
- \* Suboptimization: occurs when units focus on local concerns, losing sight of the big picture

#### Vertical coordination

Coordination following the chain of command:

- \* Authority: the boss makes the decisions
- \* Rules and Policies
- ^ Provides standards to ensure behavior is predictable and consistent

#### Lateral coordination

\* Lateral coordination forms tends to be more informal & flexible, and often simpler & quicker than vertical forms.

^ Meetings

^ Task forces

^ Coordinating roles

#### Structural imperatives

- \* Size and Age: complexity & formality increase with age
- \* Core Process: must align with structure
- \* Environment: stable → simpler ; turbulent → more complex structure
- \* Strategy and goals: structure must adapt for goal clarity & consistency

### Chapter 3 (cont)

- \* Information technology: increased IT permits flatter, increased flexible structures
- \* People/Nature of Workforce: increased skilled/professional, increased demand more autonomy

### Chapter 7

#### Build and implement an HR philosophy

- \* Develop a public statement of the org's HR philosophy
- \* Helps translate words into specific actions and for accountability purposes
- \* Build systems and practices to implement the philosophy

#### Hire the Right People

- \* Hire people who bring the right skills and attitudes to the job and org and that "fit" the org mold.
- \* Can reduce turnover, cut recruiting, selection, and training costs.

#### Keep Employees

- \* Reward well, protect jobs to build loyalty, promote from within
- \* Increases trust and loyalty
- \* Capitalizes on knowledge & skills, reduces errors, increases the likelihood of longer-term thinking

#### Invest in Employees



### Chapter 7 (cont)

\* Undertrained workers can affect productivity, leavels, lower quality, and make costly mistakes

\* Training (short-term focus, immediate costs) vs development (longer-term investment, delayed benefits)

\* Use a variety of methods: on the job, mentors, classroom, team-building activities

#### **Empower Employees**

\* Make performance data available and teach workers how to use them

\* Encourage workers to think like owners

\* Everyone gets a stake in the financial success

\* Foster autonomy and participation

\* Redesign work

\* Build self-managing teams

#### **Promote diversity and inclusion**

\* Develop an explicit, consistent diversity philosophy and strategy to execute it daily

\* A commitment to treating all employees well

\* Employees reflect your customer base, and news of bad treatment (ex. racism) spreads quickly

\* Tailor recruiting practices to diversify hiring

### Chapter 7 (cont)

\* Hold managers accountable by tying rewards to meeting diversity goals and targets



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Published 10th October, 2019.

Last updated 10th October, 2019.

Page 4 of 4.

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