

Houston... we have a problem...

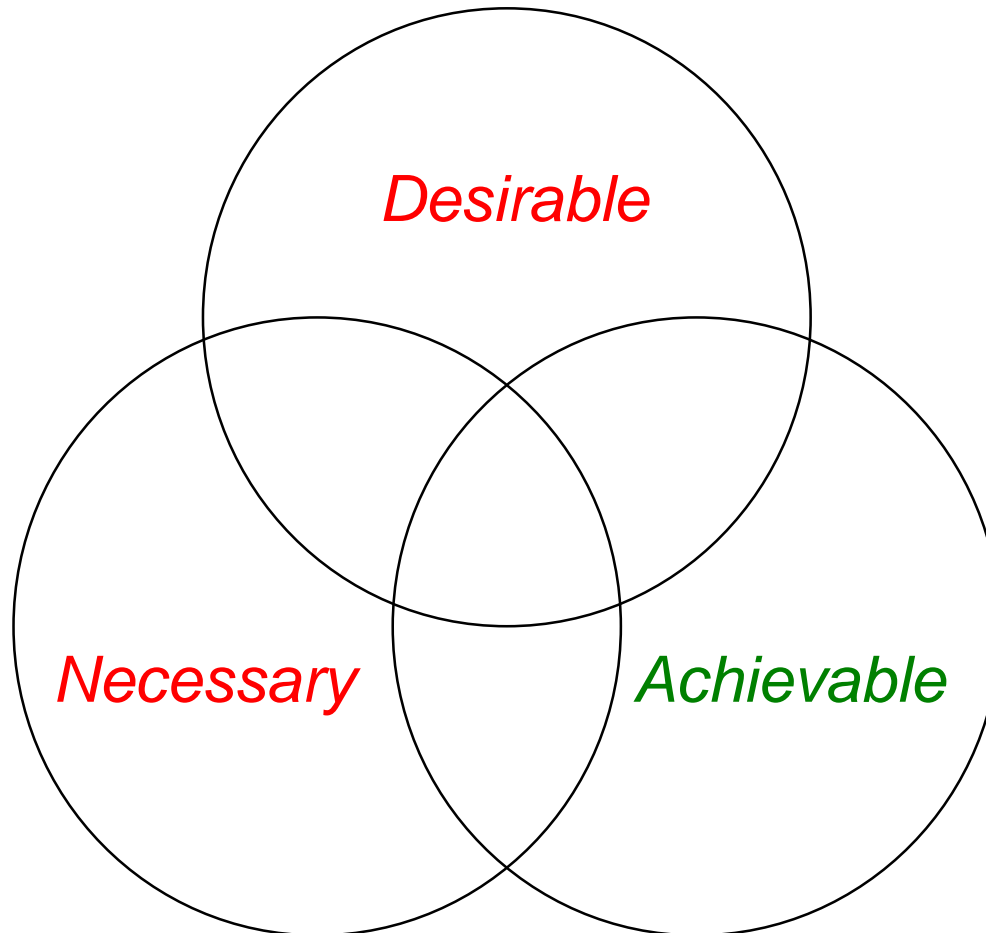
or the necessity to innovate and the inability of management to do so.

Toon Abcouwer, Faculty of Science, abcouwer@uva.nl www.abcouwer.nl (in Dutch)

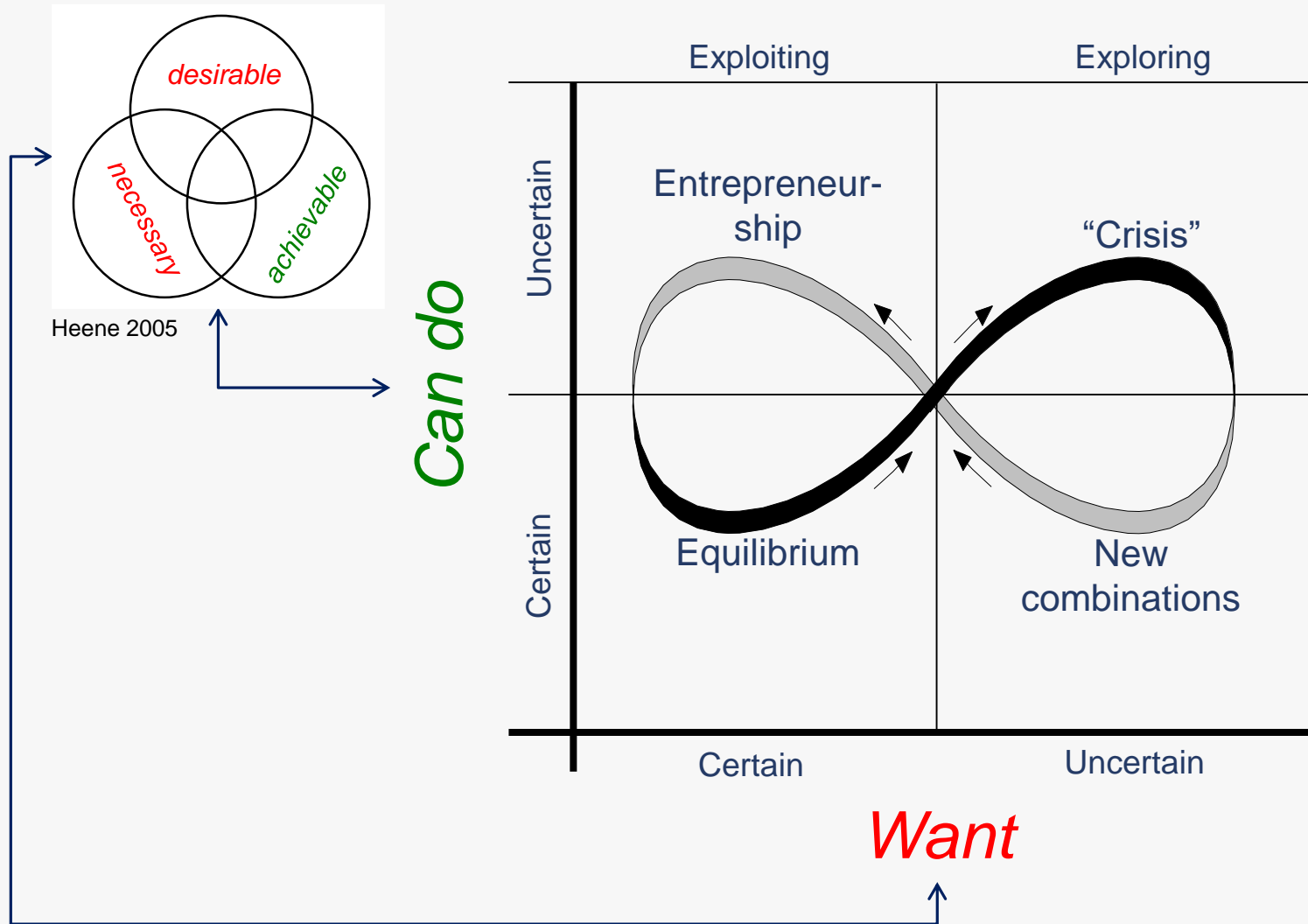


Tensions in organizations

(Aime Heene)



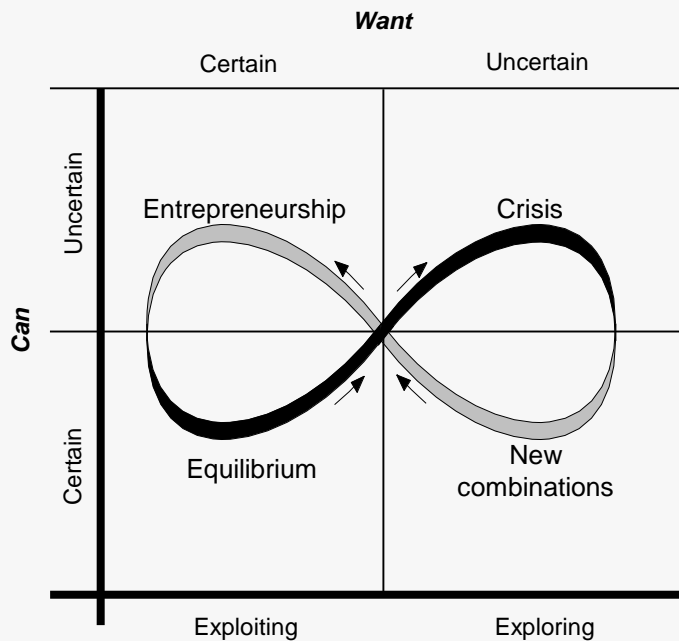
Dynamics in organizations



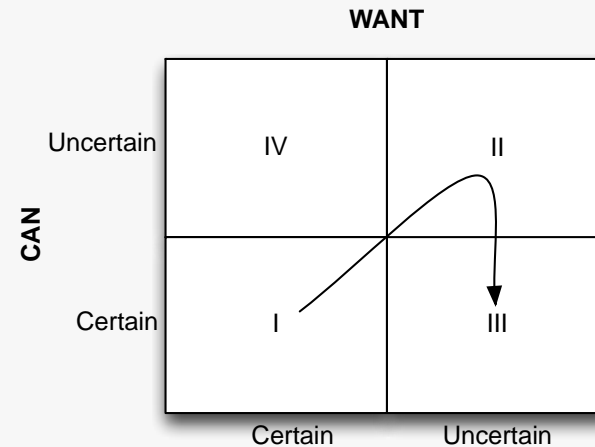
Definition of a 'crisis' is:

*An organizational '**crisis**' is a situation in which an organization resides, where the traditional ways of problem solving are no longer applicable and the organization is aware of that.*

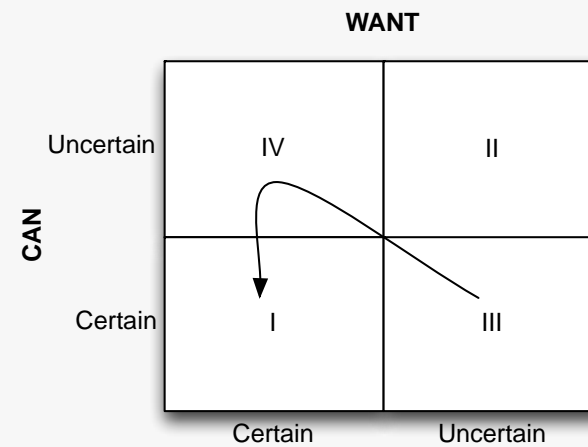
Two main developments



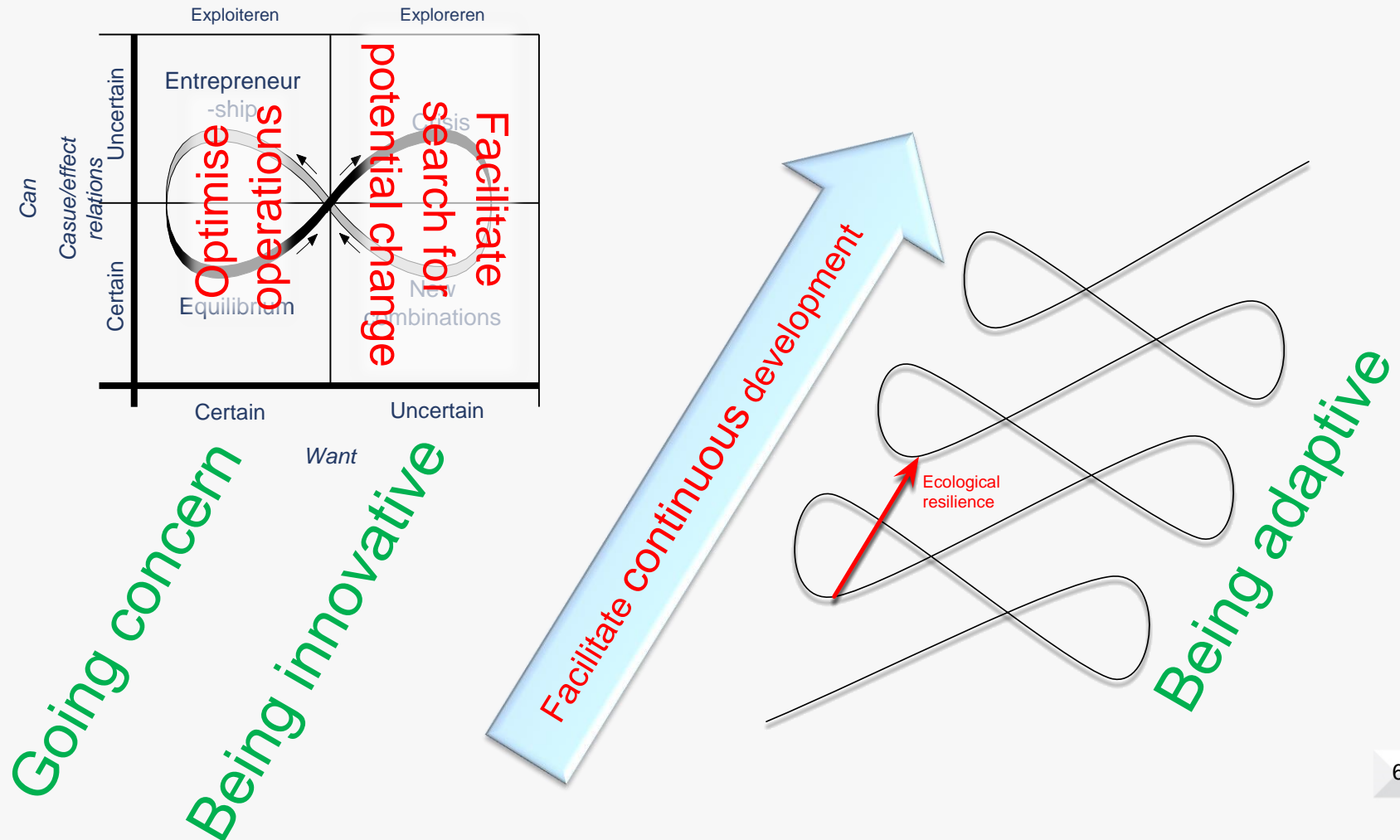
1



2



The adaptive cycle as model for organizational development model

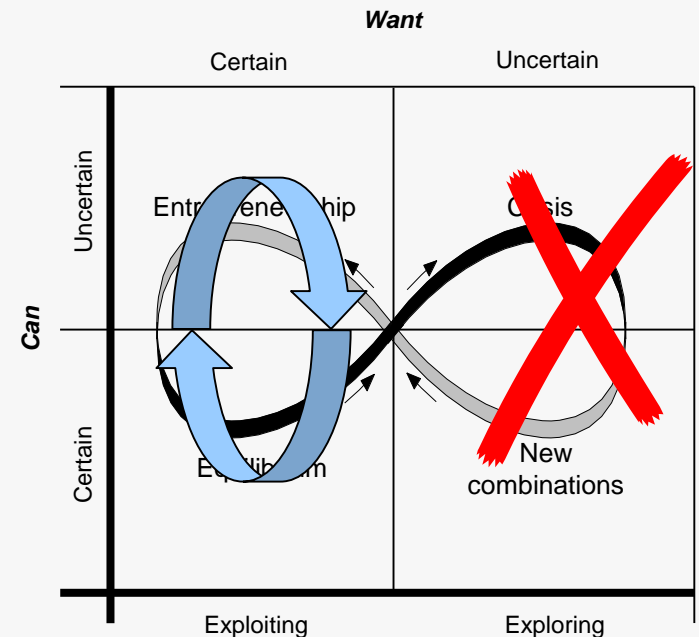
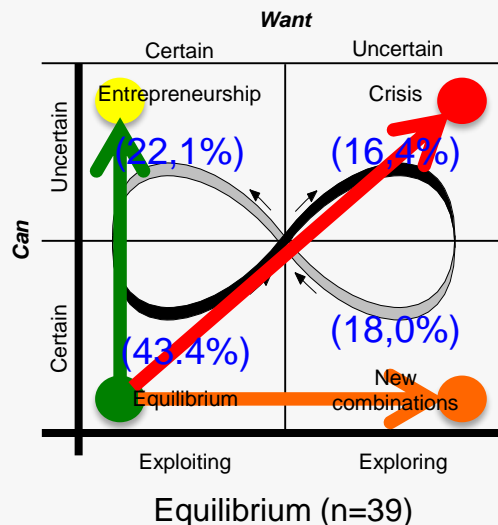


“Normal” managing behavior is necessary

but is also risky

- Thinking in incremental improvement
- Anxious for revolutions
- Short-term orientation (often caused by political influences)

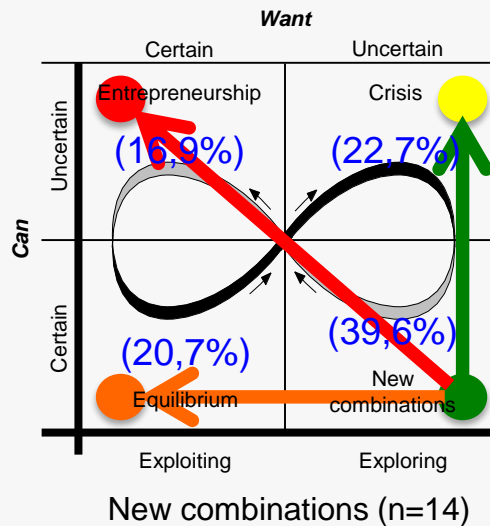
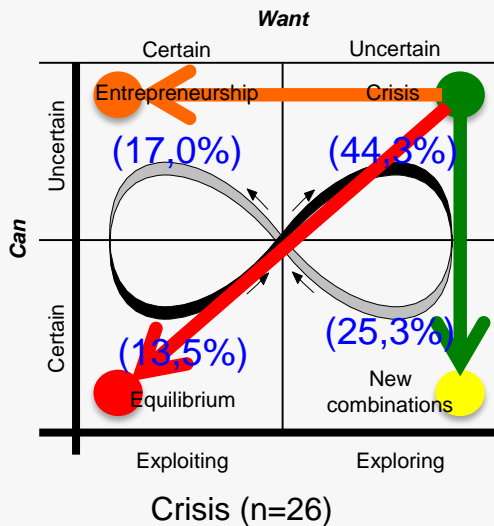
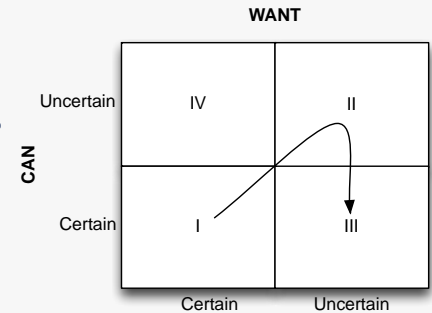
Not applicable right in the model



On the right side of the model

- Innovative / intuitive behavior
- Change oriented
- Capability to be innovative is key
- Second order learning aiming at dealing with change
- Structural improvement is central

1



Searching for ways of working means

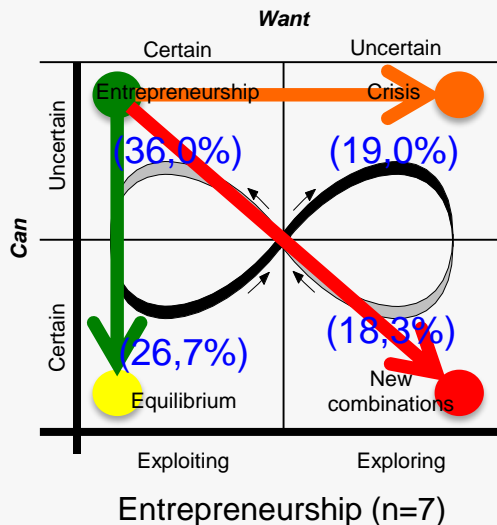
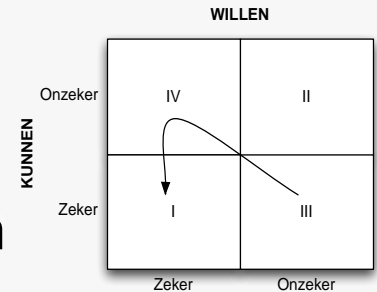
New ways of working are tested:

- Pilots
- Partnerships
- Ancillary positions of professionals to gain knowledge from external sources
- Doing scenario analysis
- Futuring
- Preparing yourself for dealing with luck
- a.o.

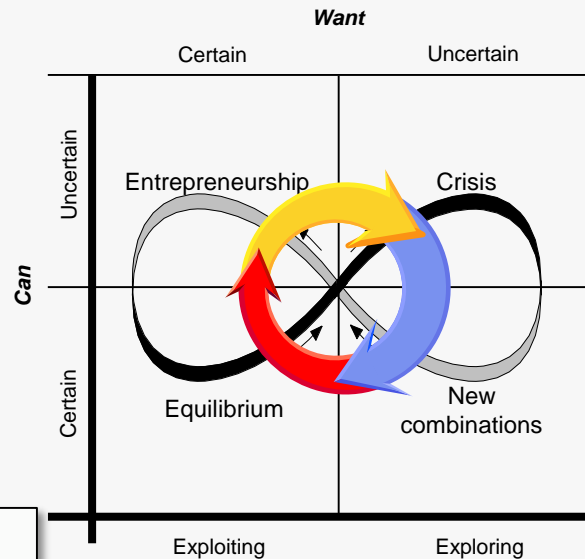
Left in the model management has to

- Focus on rationality
- Strive for stability and reaching an new equilibrium
- Optimalisation is key
- First order learning focussing on continuous and stepwise improvement

2

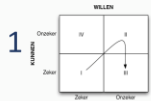


This makes it a cycle



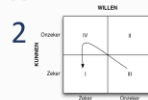
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Left in the model management has to

- Focus on rationality
- Strive for stability and reaching an equilibrium
- Optimisation is key
- First order learning focussing on continuous and stepwise improvement
- Growth is central

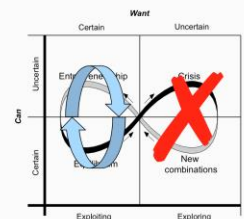


Identical??

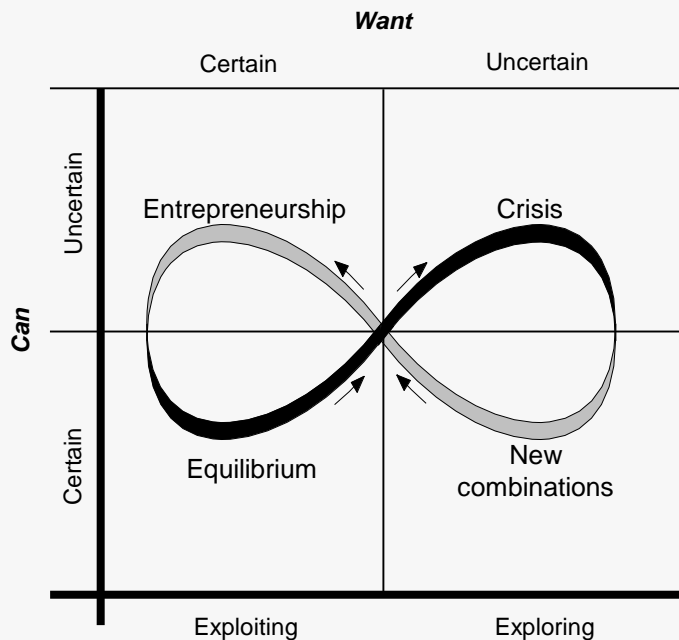
"Normal" managers behavior is necessary but is also risky

- Aiming at improving business processes
- Thinking in evolutionary developments
- Anxious for revolutions
- Short-term orientation

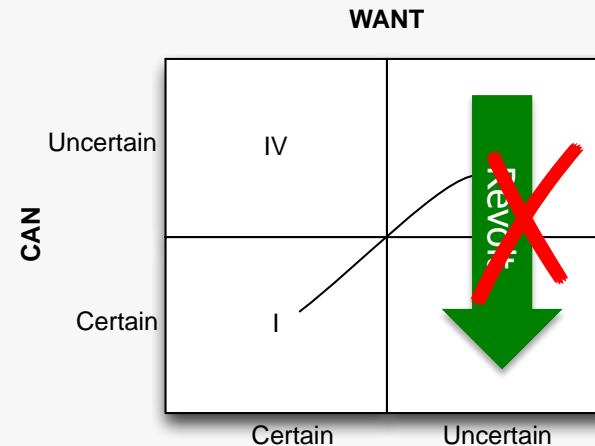
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Two main developments

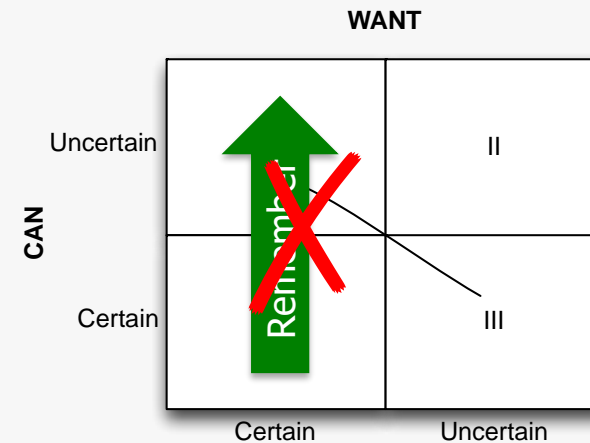


1



Poverty

2



Rigidity