

# Public Sector Governments

(Political,  
Citizenship)

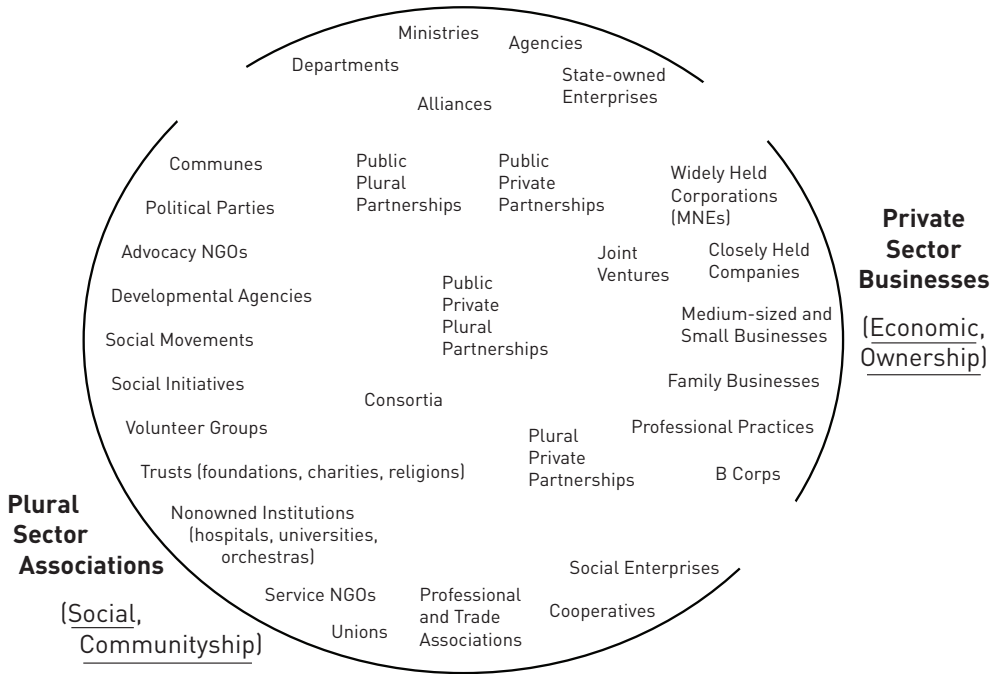
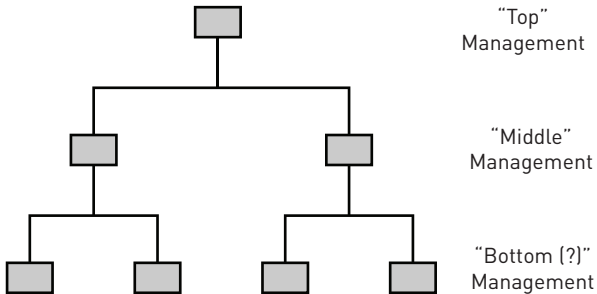


FIGURE 1.1 Mapping Our World of Organizations



**FIGURE 2.1 An Organization**

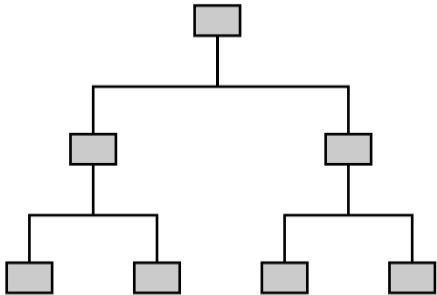
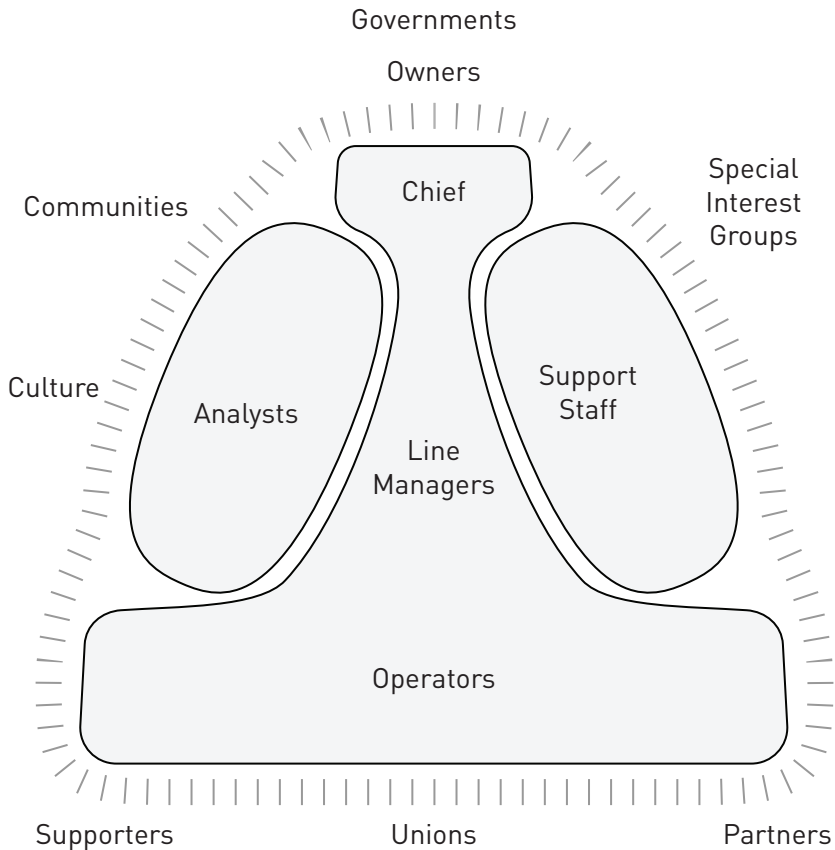
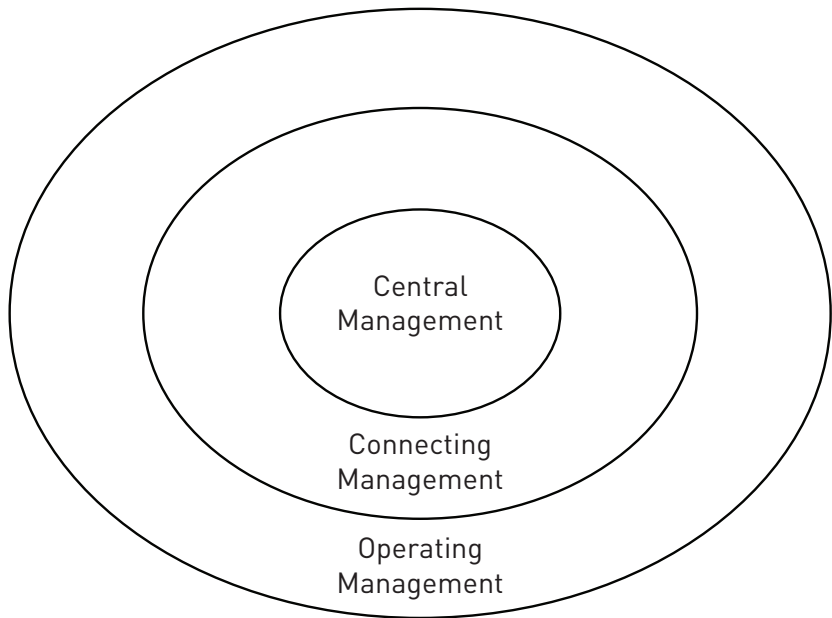


FIGURE 2.2 A reorganization



**FIGURE 2.3 The Players and the Parts**



**FIGURE 2.4 Managing Around**

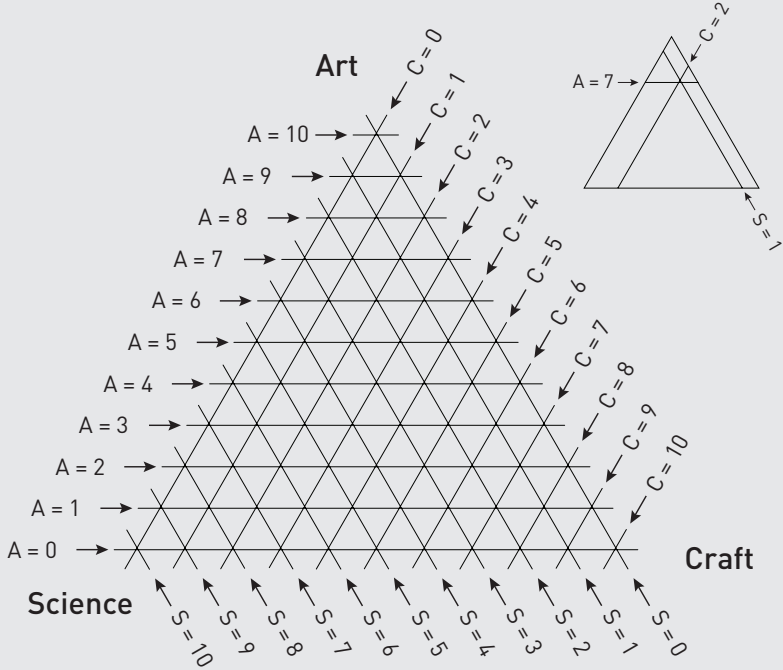
a. Circle one entry in each row

Ideas	Experiences	Facts
Intuitive	Practical	Analytical
Heart	Hands	Head
Strategies	Processes	Outcomes
Inspiring	Engaging	Informing
Passionate	Helpful	Reliable
Novel	Realistic	Determined
Imagining	Learning	Organizing
Seeing It	Doing It	Thinking It
“The possibilities are endless!”	“Consider it done!”	“That’s perfect!”
<b>TOTALS:</b>		

b. Add total circles per column

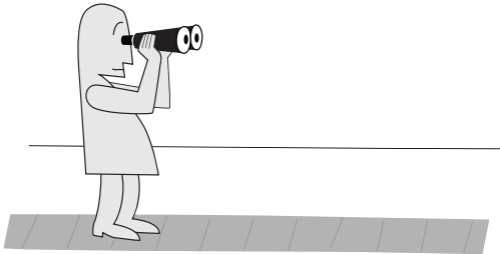
Source: © Mintzberg and Patwell.

**FIGURE 3.1 Describing Yourself**



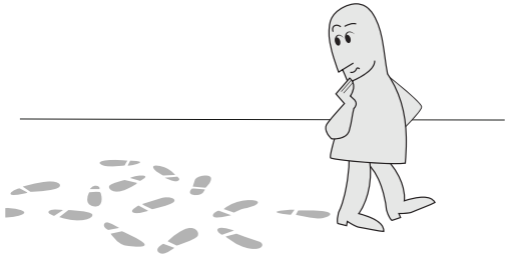
Source: © Mintzberg and Patwell.

**FIGURE 3.2 Positioning Yourself**



**FIGURE 3.3a Strategy as Plan (intended)**





**FIGURE 3.3b Strategy as Pattern (realized)**

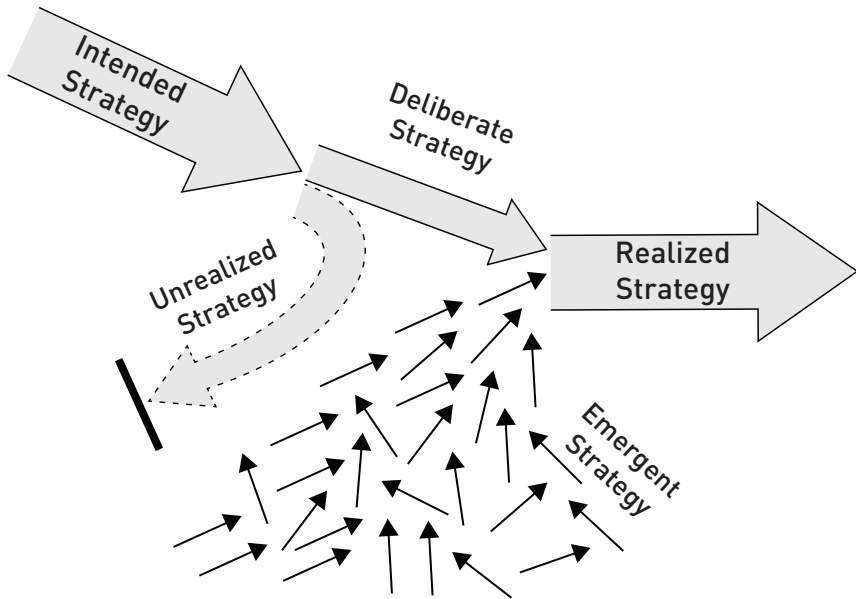
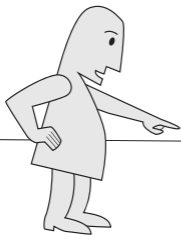


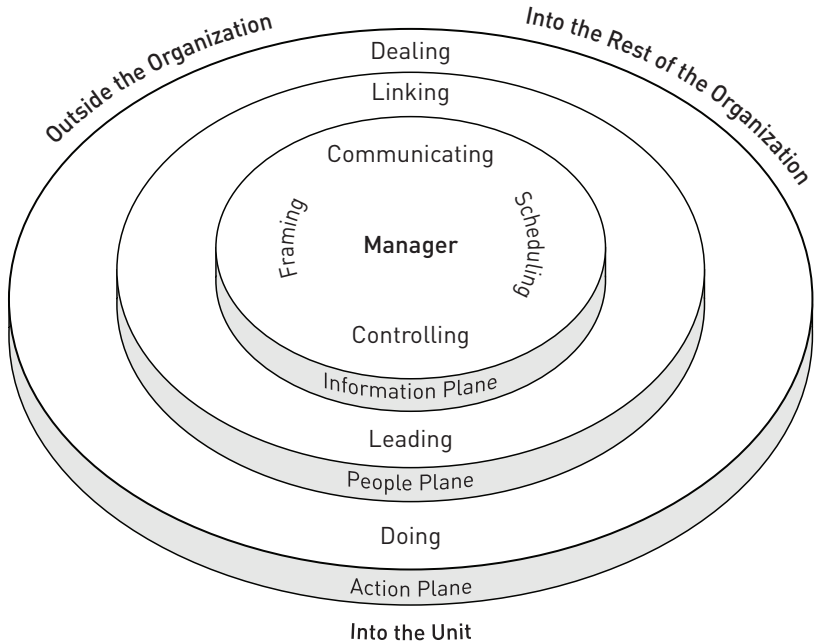
FIGURE 3.4 Forms of Strategy



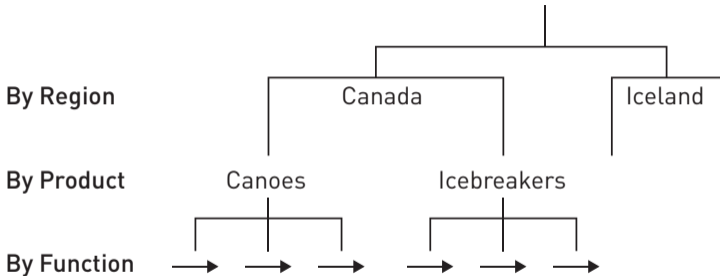
**FIGURE 3.5a Strategy as Position**



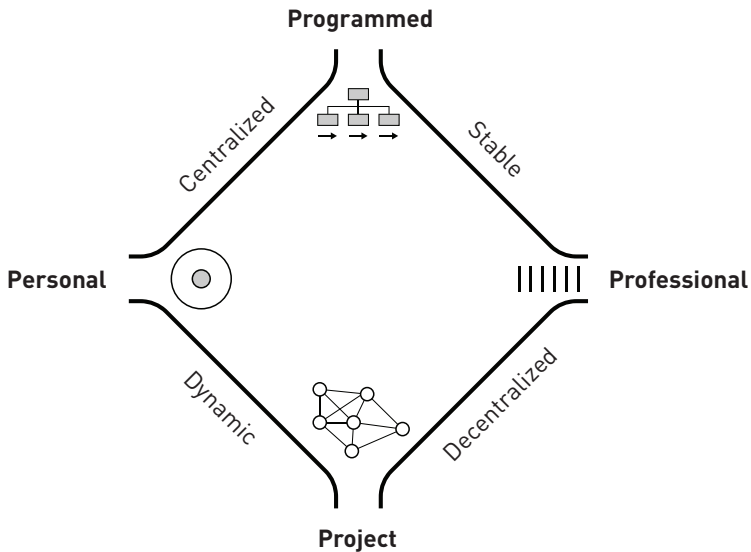
**FIGURE 3.5b Strategy as Perspective**



**FIGURE 3.6 A Model of Managing**



**FIGURE 5.1 Stacking the Bases of Grouping**



**FIGURE III.1 The Four Forms**

# Table 11.1 The Four Forms of Organization

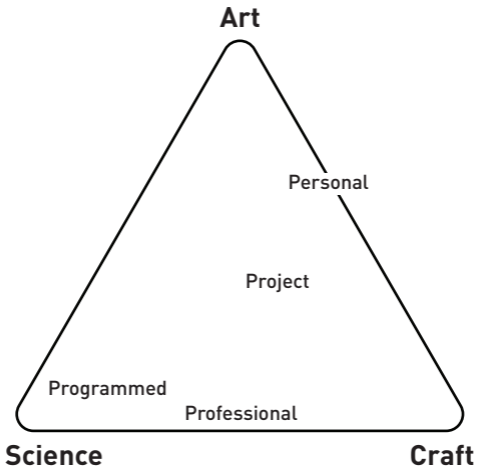
<b>FORM</b>	<b>Personal Enterprise</b>	<b>Programmed Machine</b>	<b>Professional Assembly</b>	<b>Project Pioneer</b>
<b>At the extreme</b>	Autocracy	Bureaucracy	Meritocracy	Adhocracy
<b>Shape</b>	Chief at the center of a hub	Chain of command atop chain of operations	Set of autonomous professionals	Web of teams
<b>Favored coordinating mechanism</b>	Direct supervision	Standardization of work	Standardization of skills	Mutual adjustment
<b>Structure</b>	Simple, flexible, centralized, can be one large group	Formalized, hierarchical, limited decentralization (to analysts)	Decentralized to the professionals, who work in large functional units	Liaison devices, matrix structure, decentralized to small teams
<b>Standardization / Customization</b>	Some customization	Standardization	Tailored customization	Customization
<b>Conditions</b>	Simple, dynamic environment, often small in size	Simple, stable environment, mature, external control	Complex, stable environment	Complex, dynamic (high technology) environment, automation, fashionable
<b>Variants</b>	Entrepreneurial firm Start-up Turnaround Small organization	Mass production Mass service Instrument Closed system Local producer Snappy bureaucracy	Professional service Craft producer	Operating adhocracy Administrative adhocracy Extended adhocracy Mammoth project Platform organization
<b>Main force</b>	Consolidation	Efficiency	Proficiency	Collaboration
<b>Buzzwords</b>	Charisma, vision, turnaround	Silos, TQM, restructuring, empowerment, benchmarking, time studies, strategic planning, reengineering, value chain, downsizing, fine tuning	Knowledge work, teleworking, credentials, pigeonholing, collegiality	Teamwork, networking, matrix structure, project management, intrapreneurship, championing, partnerships, learning organization

*(continued)*

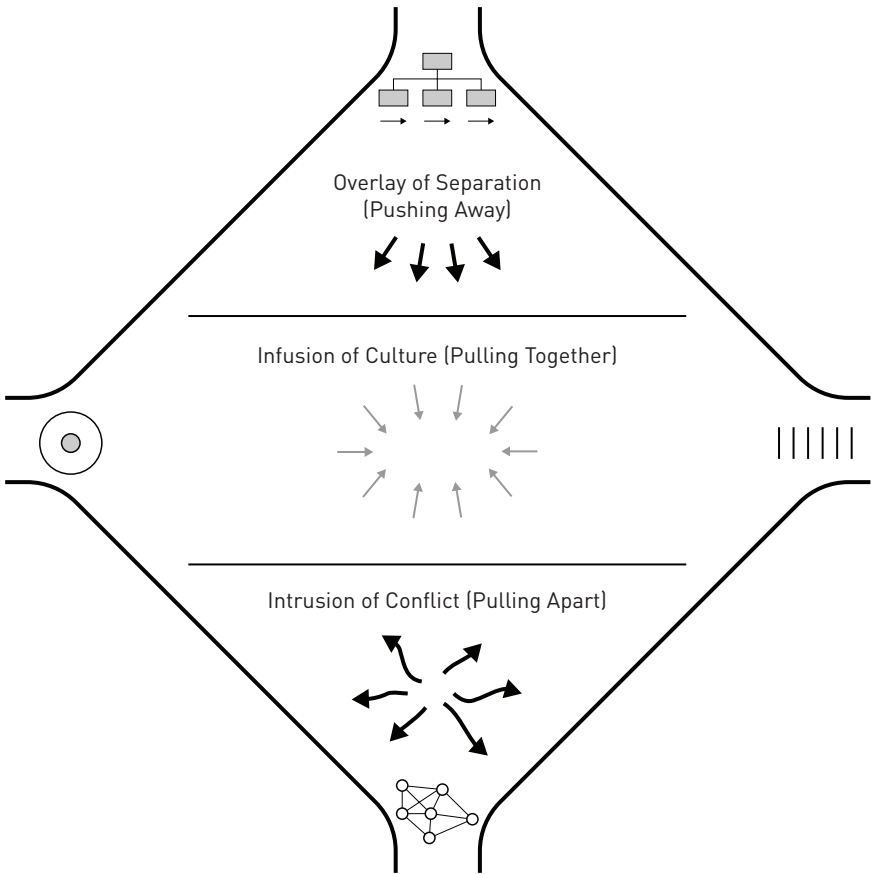
**Table 11.1** *(continued)*

<b>FORM</b>	<b>Personal Enterprise</b>	<b>Programmed Machine</b>	<b>Professional Assembly</b>	<b>Project Pioneer</b>
<b>Decision making</b>	Seeing first (art)	Thinking first (science/analysis)	Thinking first (craft/science, evidence-based)	Doing first (craft, experience-based)
<b>Strategy making</b>	Visioning (deliberate perspective, emergent positions)	Planning (deliberate positions)	Venturing (emergent positions)	Learning (emergent positions and perspective)
<b>Strategies</b>	Niche, narrow scope	Cost leadership	Multiple positions	Differentiation, exploration
<b>Pros</b>	Responsive, dedicated, directed	Efficient, reliable, precise	Dedicated, proficient	Innovative, flexible, engaging
<b>Cons</b>	Restricted, precarious	Impersonal, inflexible	Disjointed, conflictive	Inefficient, ambiguous, tendency to drift
<b>Managing</b>	Irrepressible	Exceptional	External	Engaged
<b>Key managerial roles</b>	Doing, dealing, and controlling inside	Controlling	Communicating, linking, and dealing	Doing, linking, dealing, and communicating

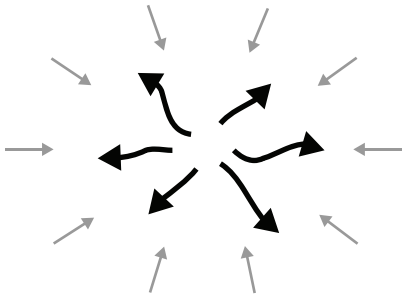




**FIGURE 11.1 The Forms on the Triangle**

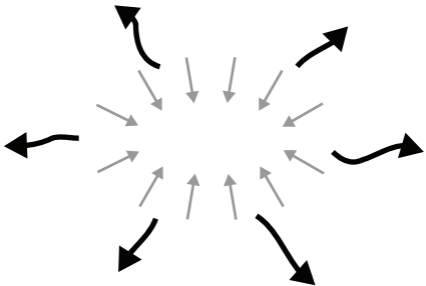


**FIGURE 13.1 Three Forces for All the Forms**



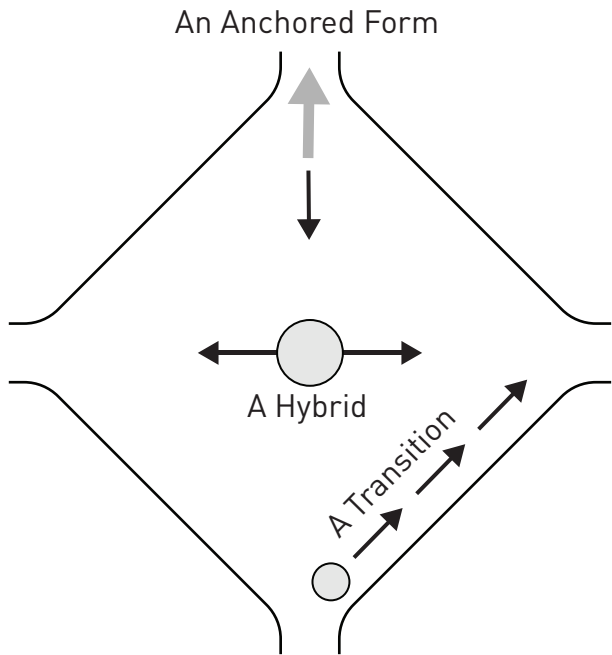
**FIGURE 13.2a**

**Culture to Contain Conflict**



**FIGURE 13.2b**

**Conflict to Open Culture**

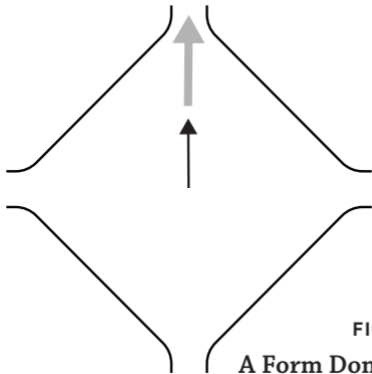


An Anchored Form

A Hybrid

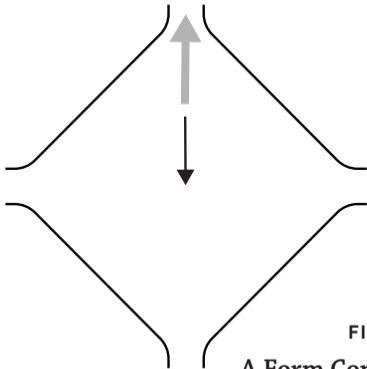
A Transition

FIGURE VI.1 Forces Across the Forms



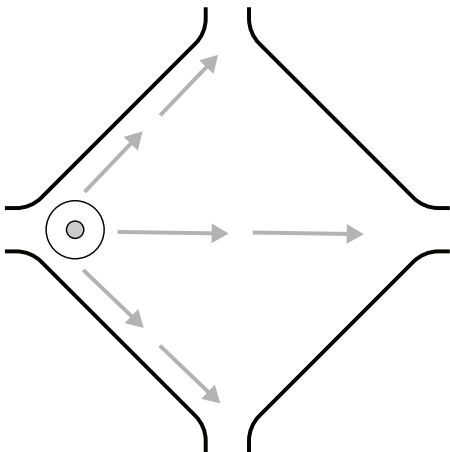
**FIGURE 17.1**

**A Form Dominated by a Force**



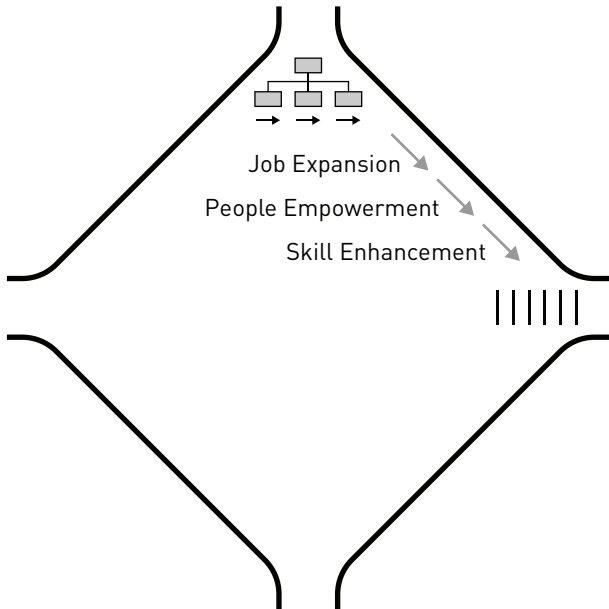
**FIGURE 17.2**

**A Form Contained by a Force**

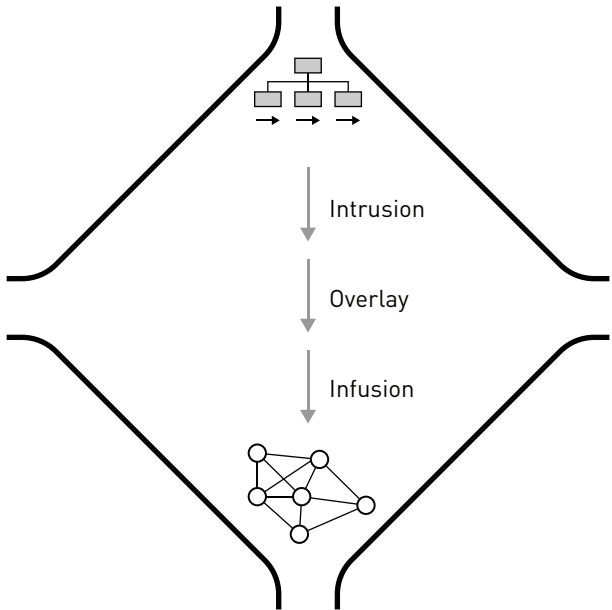


**FIGURE 19.1 Settling into a Natural Form**

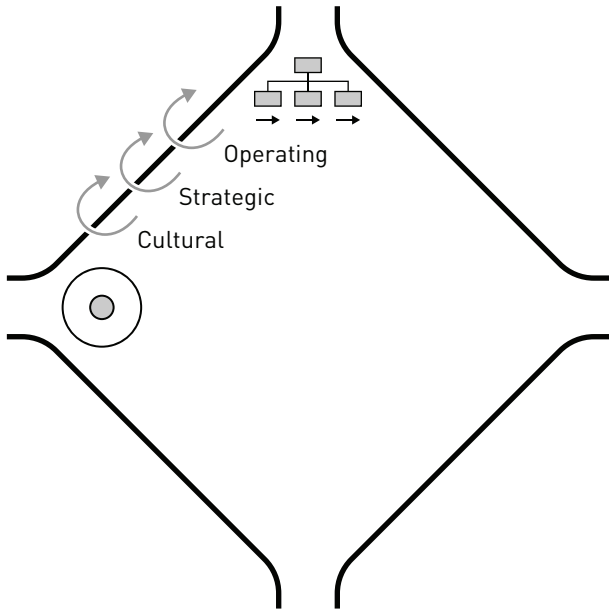




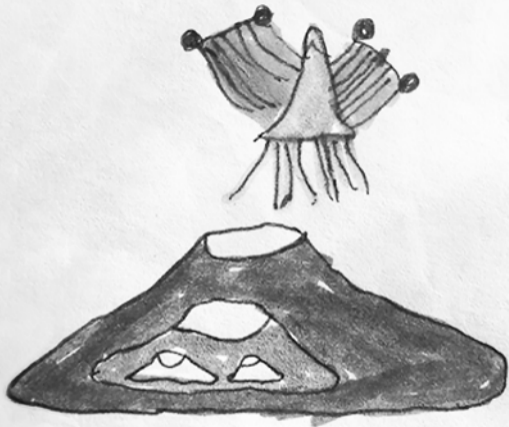
**FIGURE 19.2 Job Enlargement in Three Steps**



**FIGURE 19.3 Collaborative Innovation in Three Steps**



**FIGURE 19.4 Turnaround in Three Steps**



Source: Artist Susan Mintzberg, at 7