

Organizational Behavior

diagnosing what needs to be changed and patching

Tomáš Ondráček

ondracek.t@mail.muni.cz

Faculty of Economics and Administration, Masaryk University

2021

Models

characterization

- (key) elements
- (causal) relationships
- outputs

(Hayes, 2014: 124–125)

use

- description
- interpretation
- guidance
- decision making

(Hayes, 2014: 125)

component and holistic models

- part, element, person
- the whole, complex

(Hayes, 2014: 125)

good models

- relevance
- recognition
- usefulness

(Hayes, 2014: 142)

Open Systems Theories

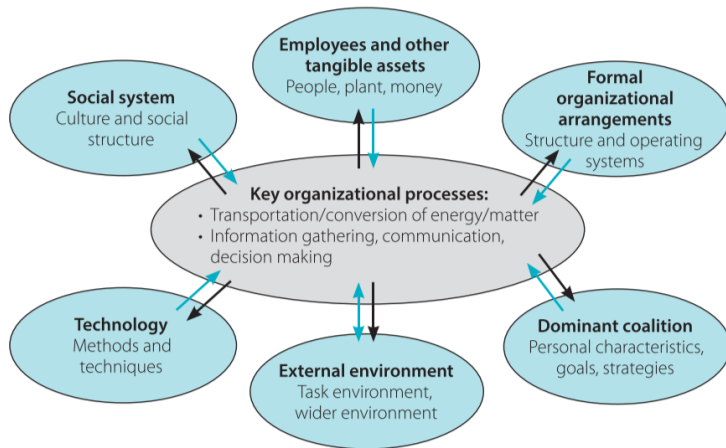
characterization

- embedded within a larger system
- able to avoid entropy
- regulated by feedback
- subject to equifinality
- cyclical in their mode of functioning
- equilibrium seeking
- bounded

(Hayes, 2014: 132)

Kotter's Integrative Model of Organizational Dynamics

Kotter's integrative model of organizational dynamics



→ Source of potential behaviour and constraint → Impact on

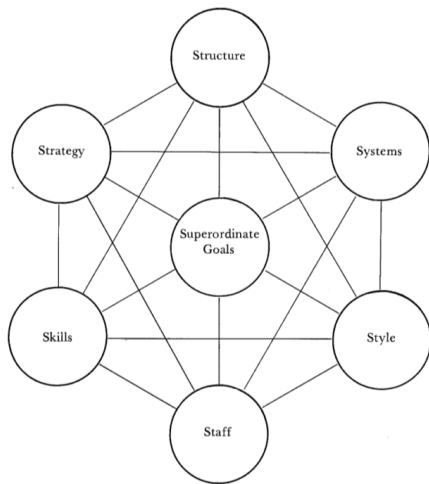
Kotter's integrative model of organizational dynamics

- short term
 - imediate
- medium term
 - months
- long term
 - years

((Hayes, 2014: 133) adapted from (Kotter, 1980: 282))

The McKinsey 7S Model

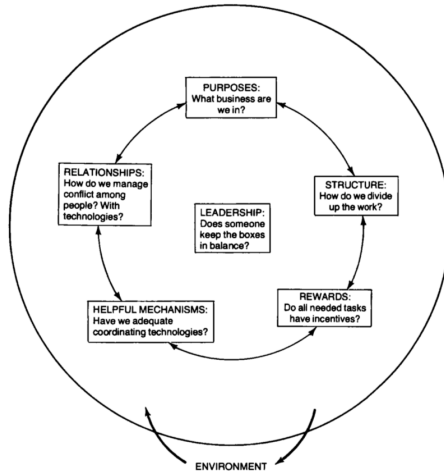
The McKinsey 7S model



(Waterman Jr, Peters, & Phillips, 1980: 18)

Weisbord's Six-Box Model

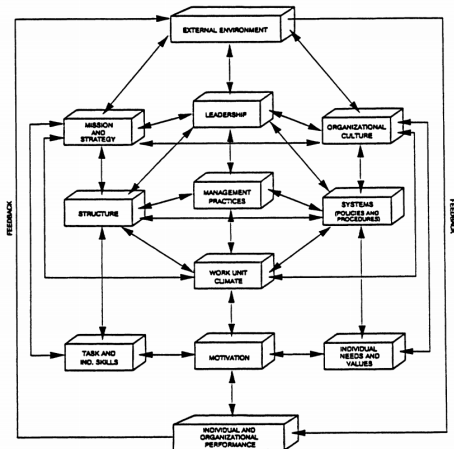
Weisbord's six-box model



(Weisbord, 1976: 432)

The Burke-Litwin causal model

The Burke-Litwin causal model of organizational performance and change



(Burke & Litwin, 1992: 528)

Selecting a diagnostic model

component and holistic models

- ???

patching

patching

patching

patching

Patching is the strategic process by which corporate executives routinely remap businesses to changing market opportunities. It can take the form of adding, splitting, transferring, exiting, or combining chunks of businesses.

(Eisenhardt & Brown, 1999)

patching and reorganizing

- structure
 - stable vs. temporary
- strategy
 - first vs. emerging

(Eisenhardt & Brown, 1999)

patching: further characteristics

- changes
 - small
 - frequent
- size
 - agil
 - efficient
- infrastructure
 - modular
 - fine grained metrics and complete
 - consistent compensation
- quick

(Eisenhardt & Brown, 1999)

patching: further characteristics

reorganization and patching		
	reorganization	patching
role of change	defensive reaction	proactive weapon
scale of change	sweeping	small, some moderate, a few large
frequency	rare	ongoing
formalization	every change is unique	change process is routine and follows standards patching moves
driver of change	get business focus right	get business focus and size right
precision	optimal restructuring at specific point in time	roughly right realignments over time
metrics	collect fine-grained metrics only for infrequent reorganizations	regularly track extensive, fine-grained metrics on modular business
compensation	not relevant	companywide parity

(Eisenhardt & Brown, 1999)

patching: examples

- Hewlett-Packard
 - small
 - frequent
- 3M
 - agil
 - efficient
- Johnson & Johnson
 - modular
 - fine grained metrics and complete
 - consistent compensation

(Eisenhardt & Brown, 1999)

patching: principles

- Do it fast.
- Develop multiple options, then make a roughly right choice.
- Take an organizational test-drive.
- Get the general manager right.
- Script the details.

(Eisenhardt & Brown, 1999)

patching: blocks

- "missing the hill"
- "Snow White and the Seven Dwarfs"

(Eisenhardt & Brown, 1999)

Sources

- Burke, W. W., & Litwin, G. H. (1992). A causal model of organizational performance and change. *Journal of management*, 18(3). doi: 10.1177/014920639201800306
- Eisenhardt, K. M., & Brown, S. L. (1999). Patching. Restitching business portfolios in dynamic markets. *Harvard business review*, 77(3).
- Hayes, J. (2014). *The theory and practice of change management*. Palgrave MacMillan.
- Kotter, J. P. (1980). An integrative model of organizational dynamics. In E. e. Lawler, D. A Nadler and C. Cammann (eds) *Organizational Assessment*. New York: Wiley.
- Waterman Jr, R. H., Peters, T. J., & Phillips, J. R. (1980). Structure is not organization. *Business horizons*, 23(3). doi: 10.1016/b978-0-12-054752-4.50024-5
- Weisbord, M. R. (1976). Organizational diagnosis: Six places to look for trouble with or without a theory. *Group & Organization Studies*, 1(4). doi: 10.1177/105960117600100405

M A S A R Y K O V A
U N I V E R Z I T A