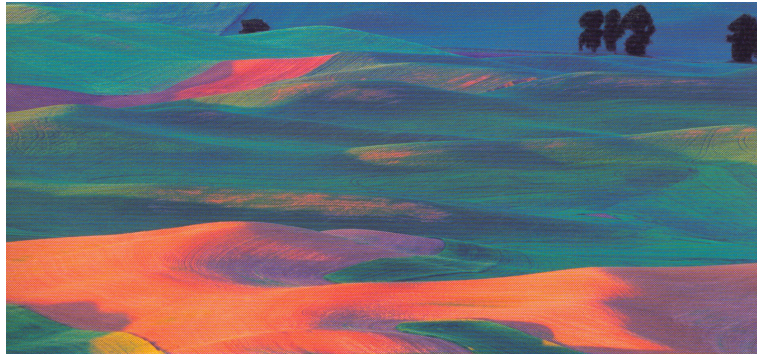


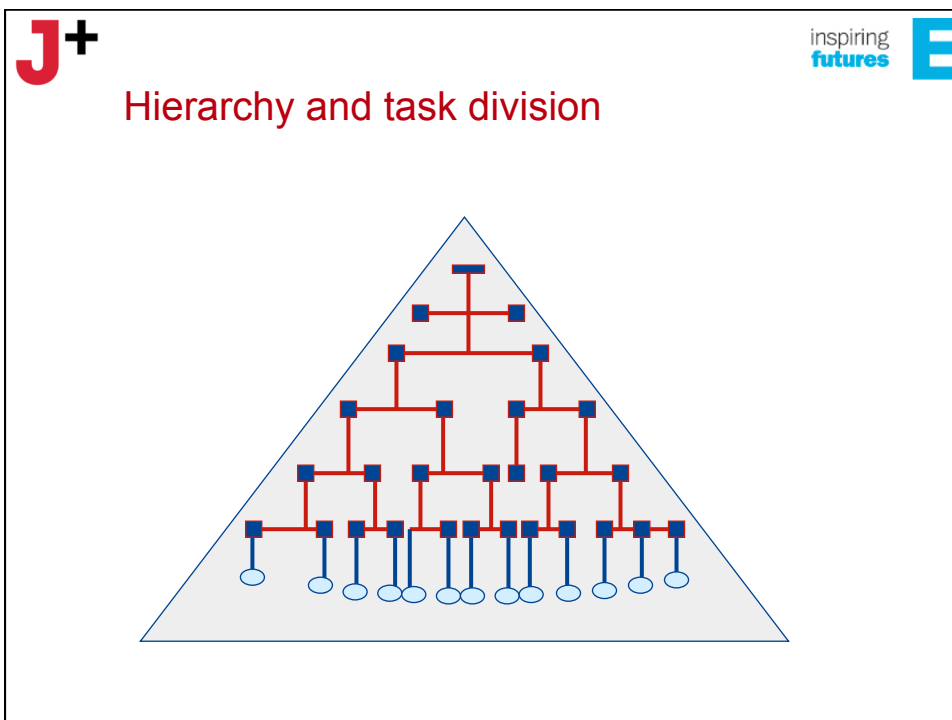
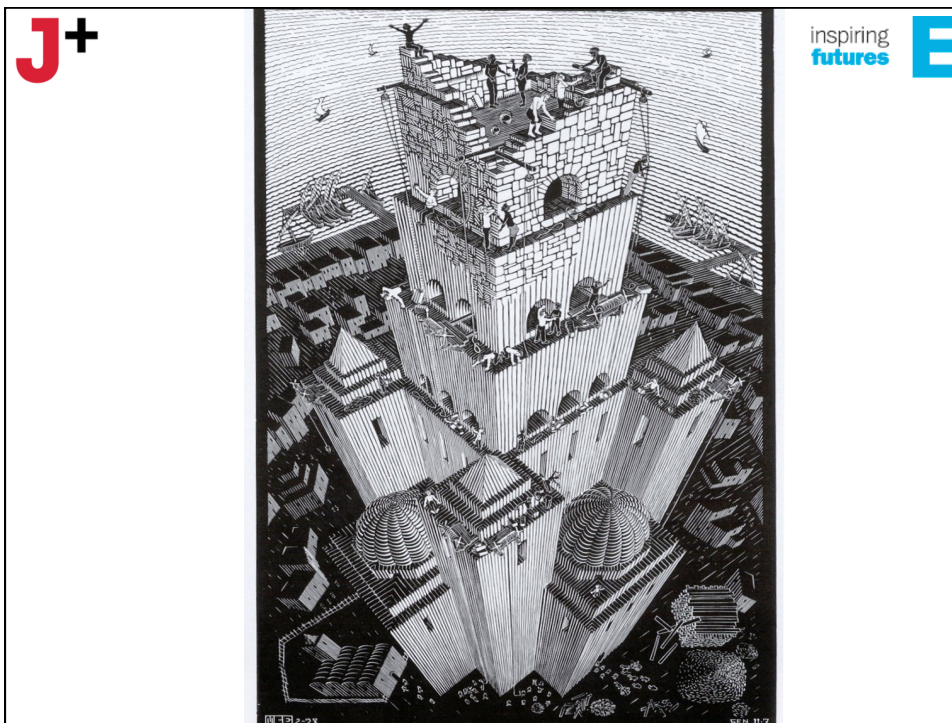
Diagnosing Organizations



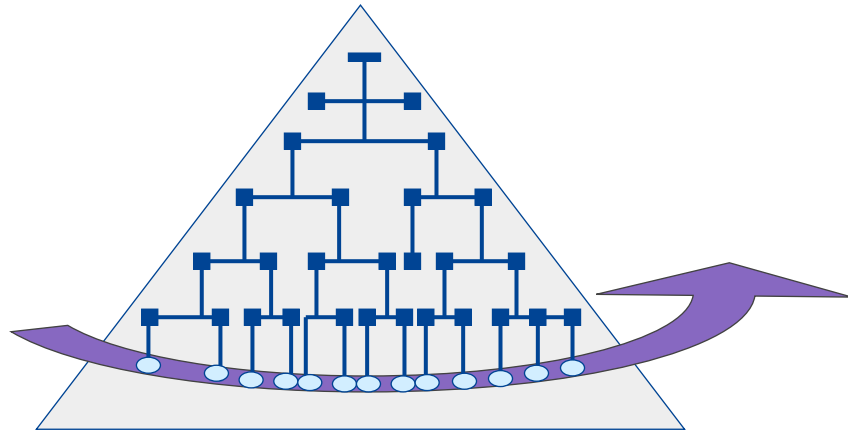
Prof. dr. Jaap Boonstra
Esade - University of Amsterdam

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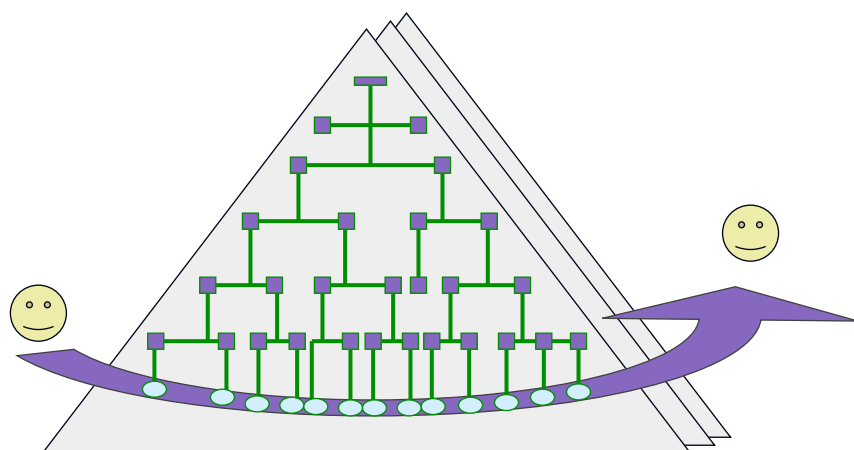
- Perspectives on organizing
- Organization culture and strategy
- Organizations and environments
- Organizing and cultures: enactment
- Perspectives of organizing
- Organizing and cultures: business idea
- Organizations as dynamic systems
- Metaphors of organizing
- Managing organizational change
- Models for organizational diagnoses
- Considerations from a Dynamic Perspective



Business proces

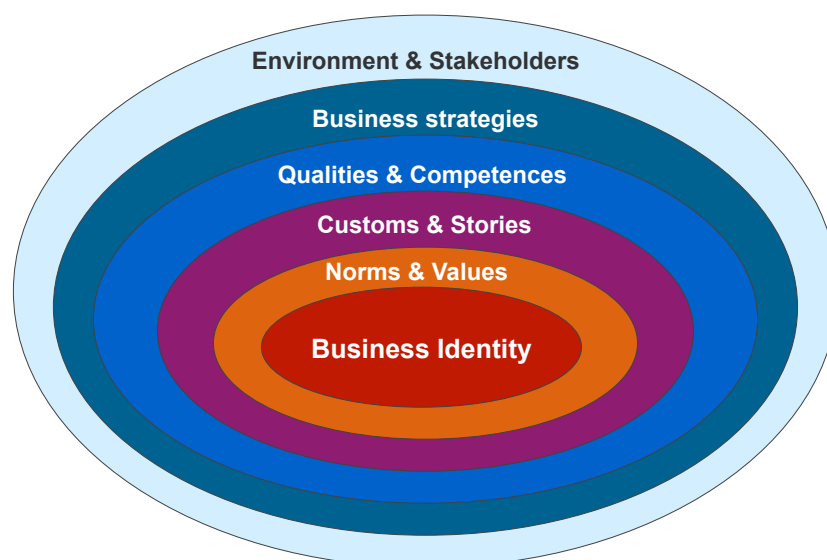


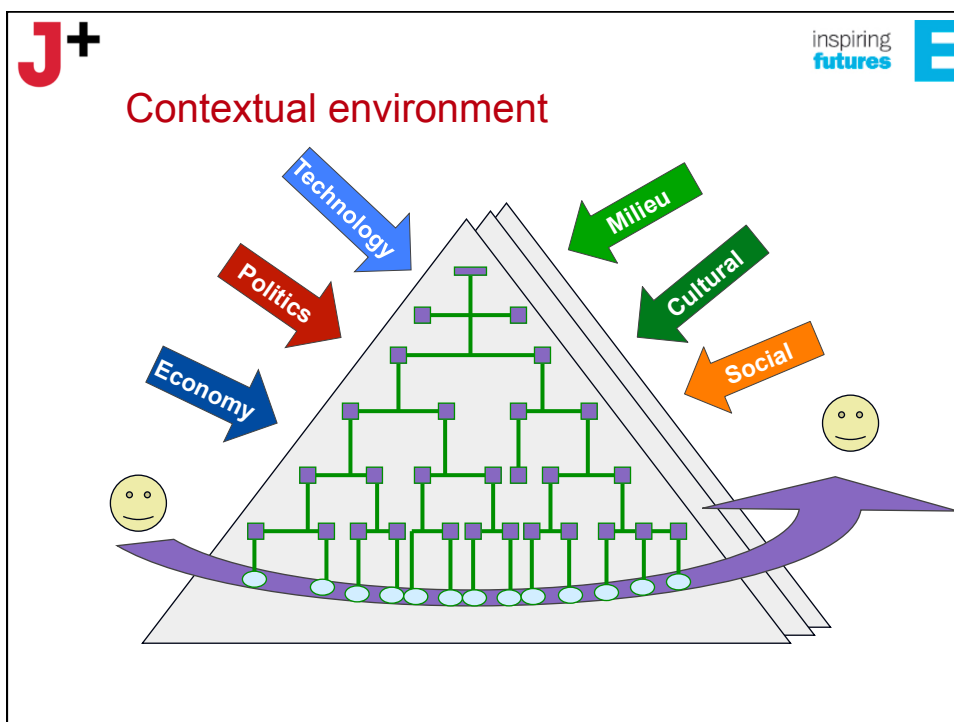
Customer proces

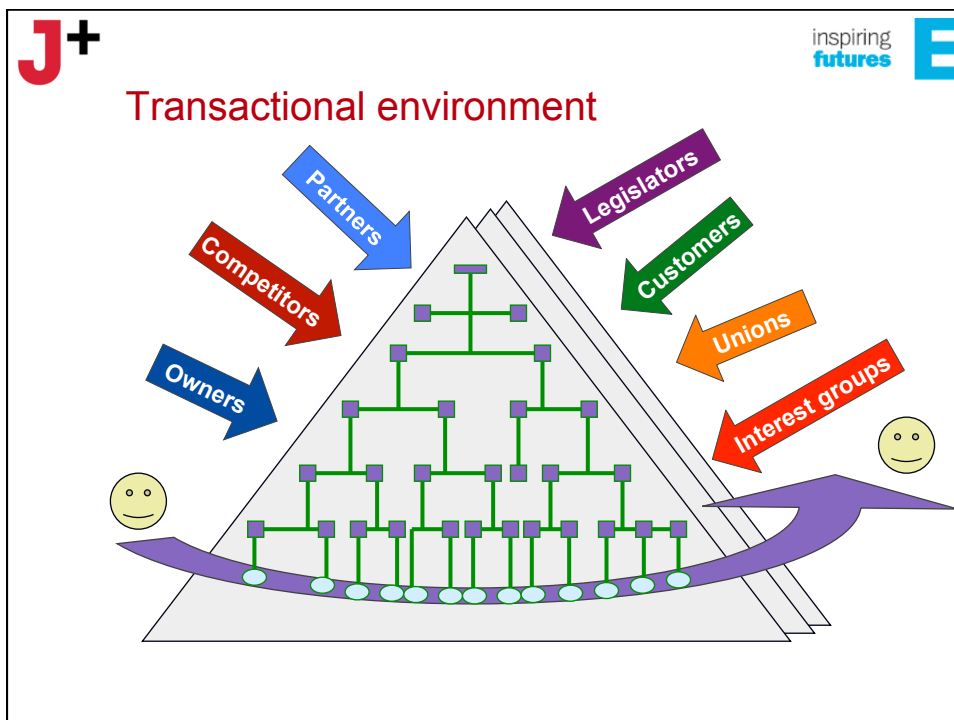


Culture
eats
Strategy
for breakfast

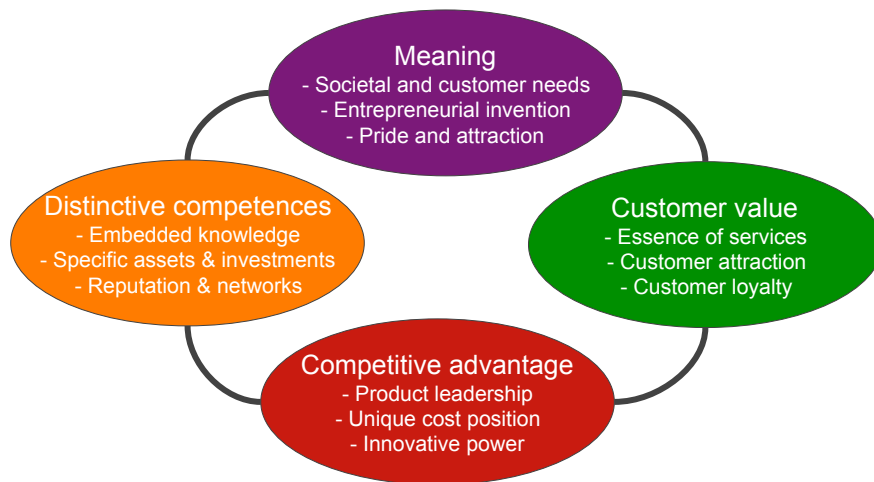
Organization culture and strategy







Business idea





inspiring
futures



Business identity Arcadis



We aim to enhance mobility, sustainability and quality of life, by creating balance in the built and natural environment.

We protect people, revitalize cities, create new sources of energy and improve urban development.

We provide consultancy, design, engineering and management service in the fields of infrastructure, water, environment and buildings.



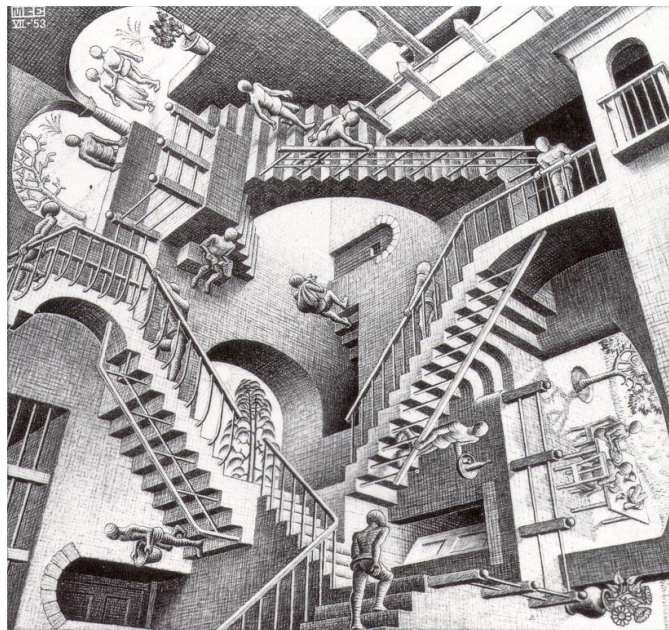
inspiring
futures

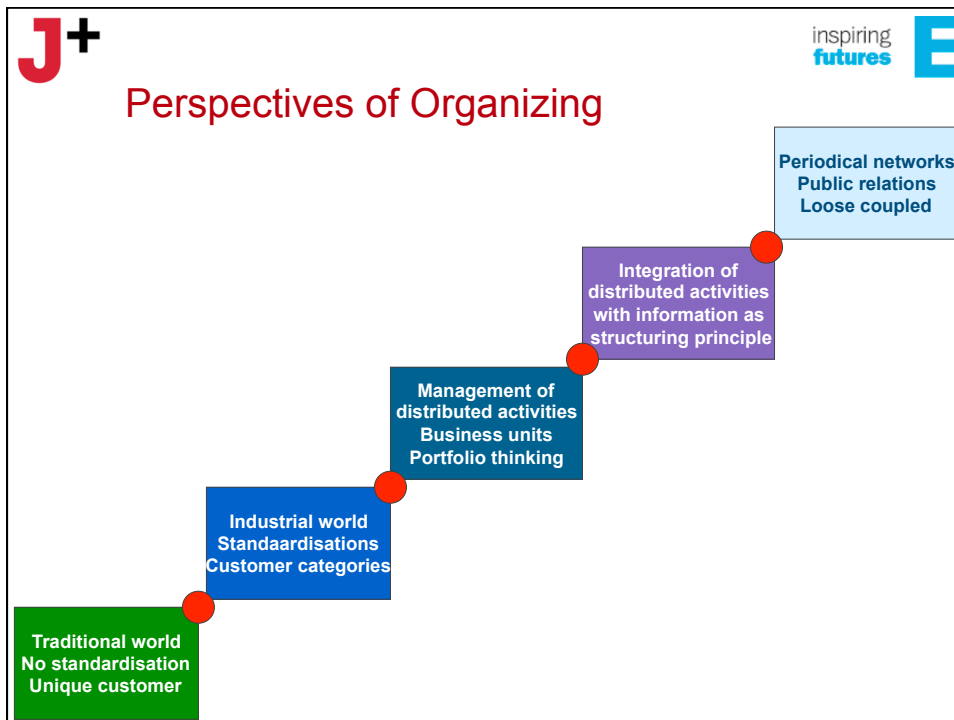


Core values Arcadis



Integrity
entrepreneurship
agility



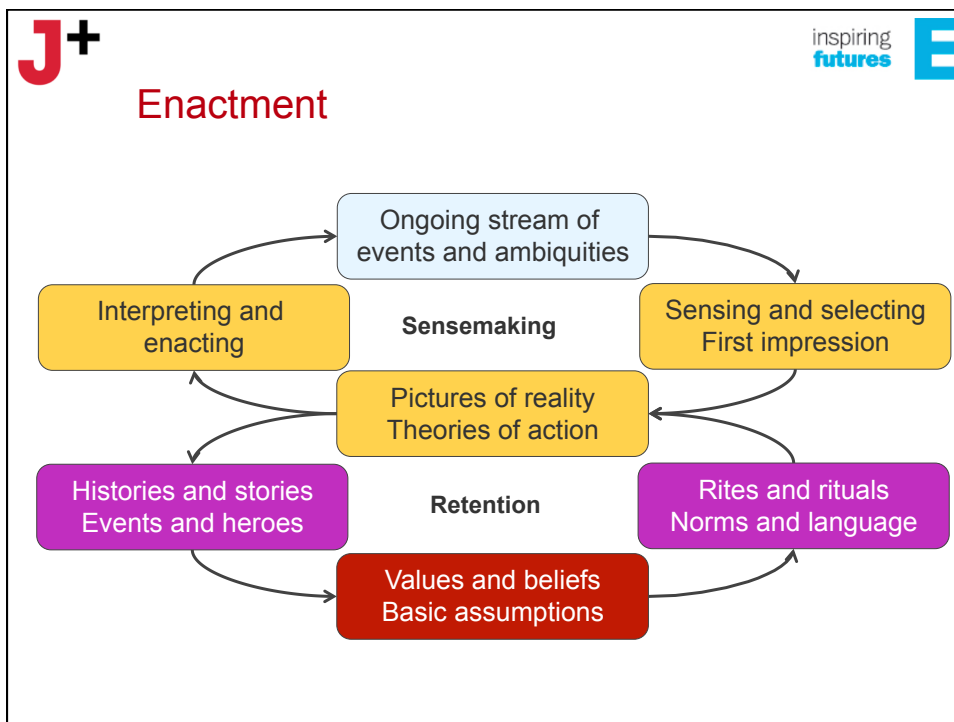
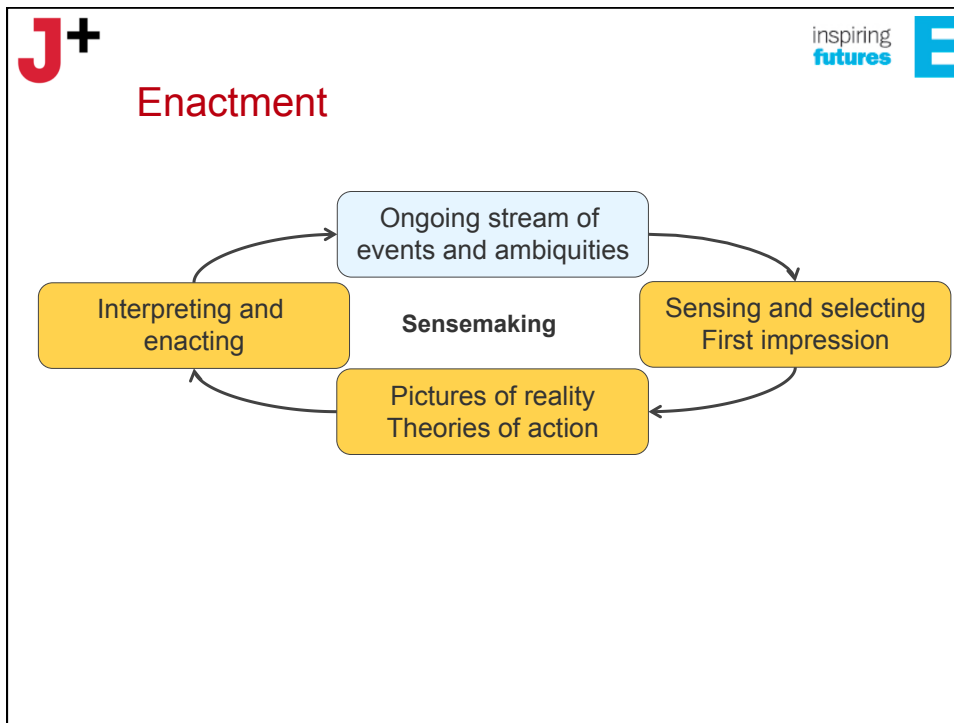


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Perspectives of Organizing

Organizing structures

- Entrepreneurship, uniqueness, customer relations
- Industry, standardisation, efficiency
- Business units, industriousness, logistics
- Networks, alliances, data flows
- Virtual collaboration and exchange



Metaphors

- Help to constitute and organize social realities
- Screen out some possibilities and emphasize others
- Understanding change from the right brain side
- Open up new possibilities and communications
- Multiple realities simultaneously existing
- Tacit approach creating a new metaphor

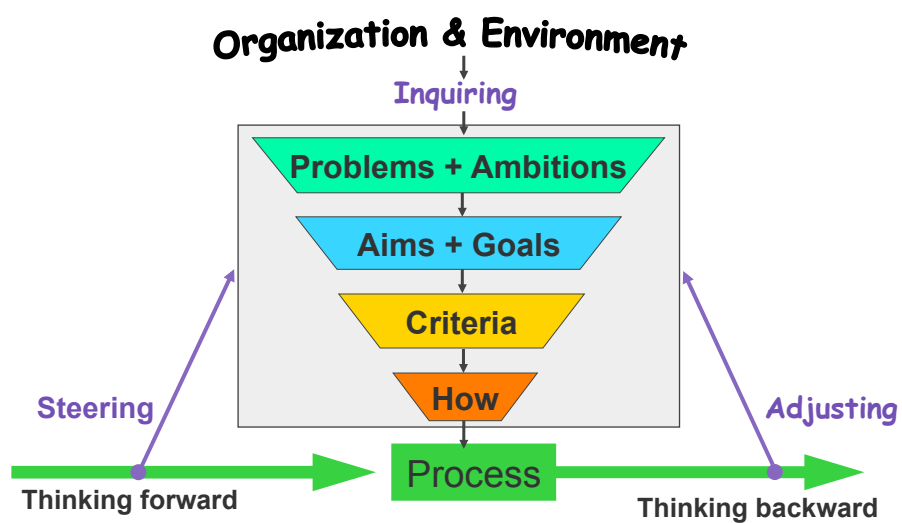
Metaphors



Metaphors of Organizing

- Machines
- Organisms
- Brains
- Cultures
- Political systems
- Psychic prisons
- Flux and transformation
- Instruments of domination
- ????
- ?????

Managing Organizational Change





Key Questions

- What is going on ?
- How does this affect our performance ?
- How much does the customer notice ?
- What have we done up to now ?
- What impact has it had ?
- Who are involved ?
- What will happen if we do nothing ?



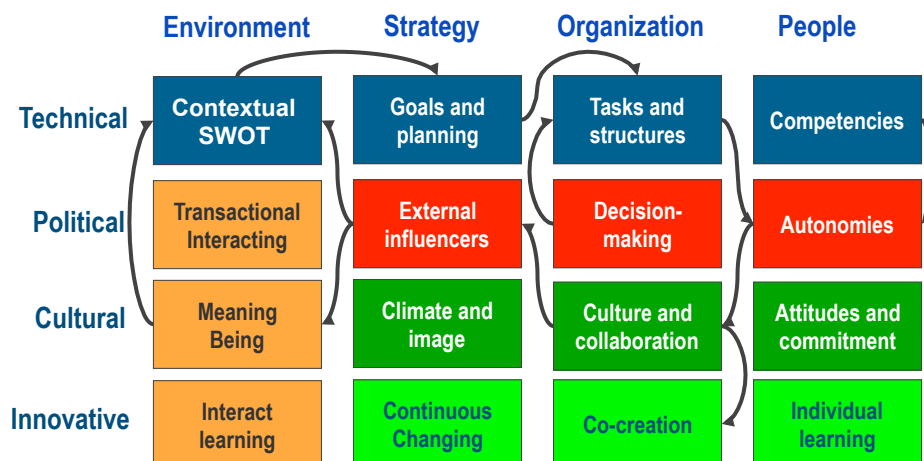
Key Questions

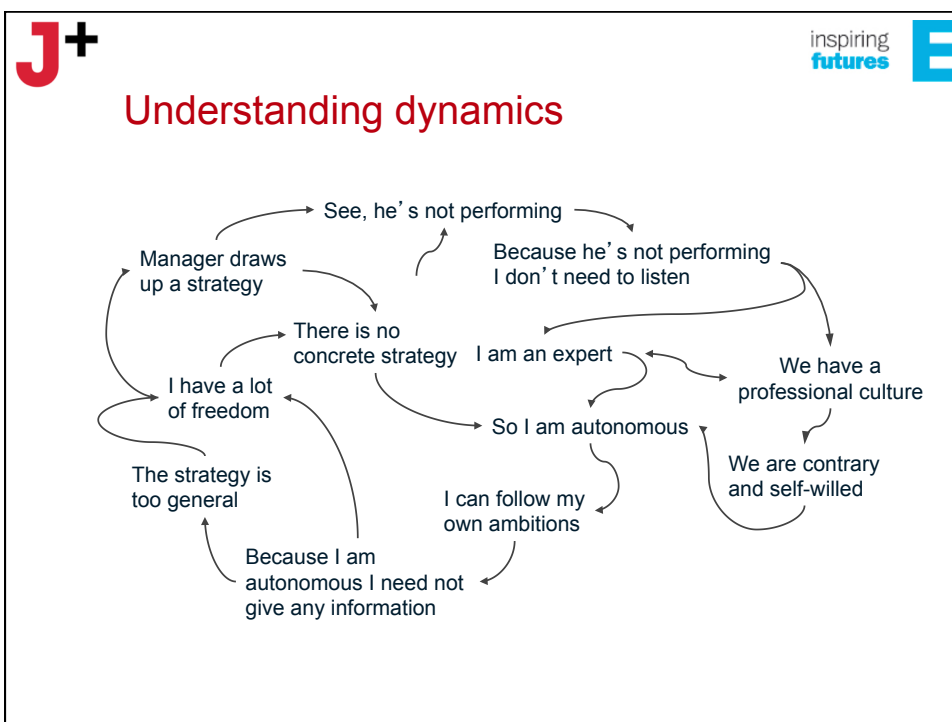
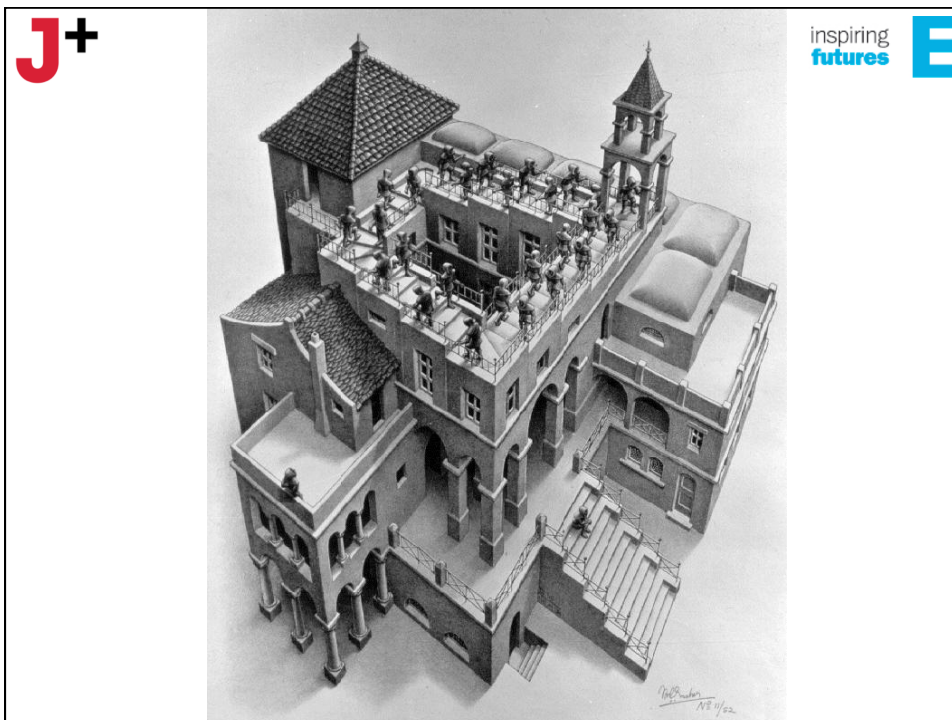
- Why were previous changes deadlocked ?
- Why should this change process come to a stalemate?
- What needs to be done to make the change a success?
- How can you contribute to a successful change?
- Which role do you feel you should play in the process?
- What contribution do you think I can make?

Tichy Matrix Model

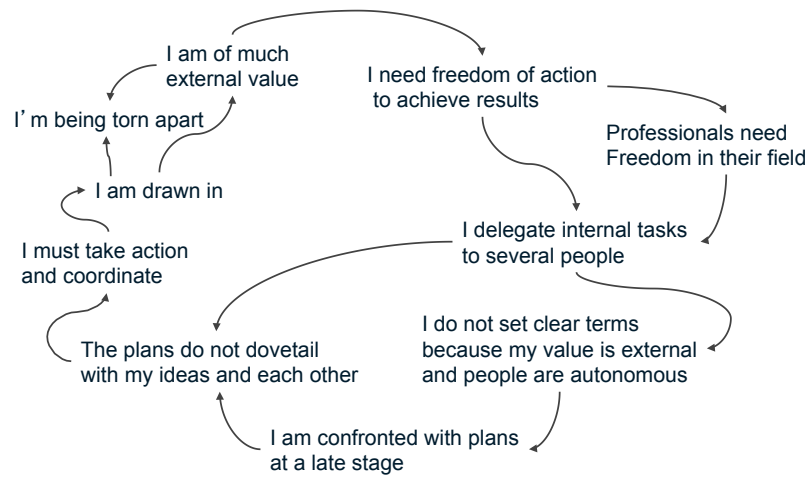
	Environment	Strategy	Organization	People
Technical	Contextual SWOT	Goals and planning	Tasks and structures	Competencies
Political	Transactional Interacting	External influencers	Decision-making	Autonomies
Cultural	Meaning Being	Climate and image	Culture and collaboration	Attitudes and commitment
Innovative	Interact learning	Continuous Changing	Co-creation	Individual learning

Understanding dynamics

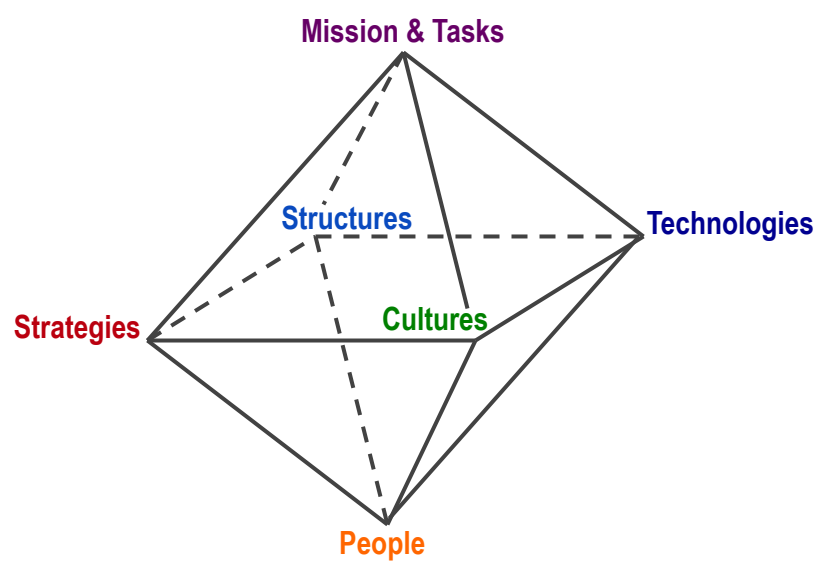




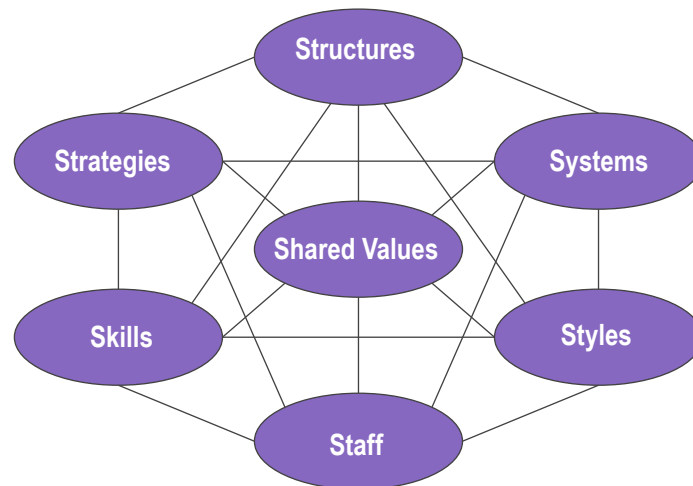
Understanding dynamics



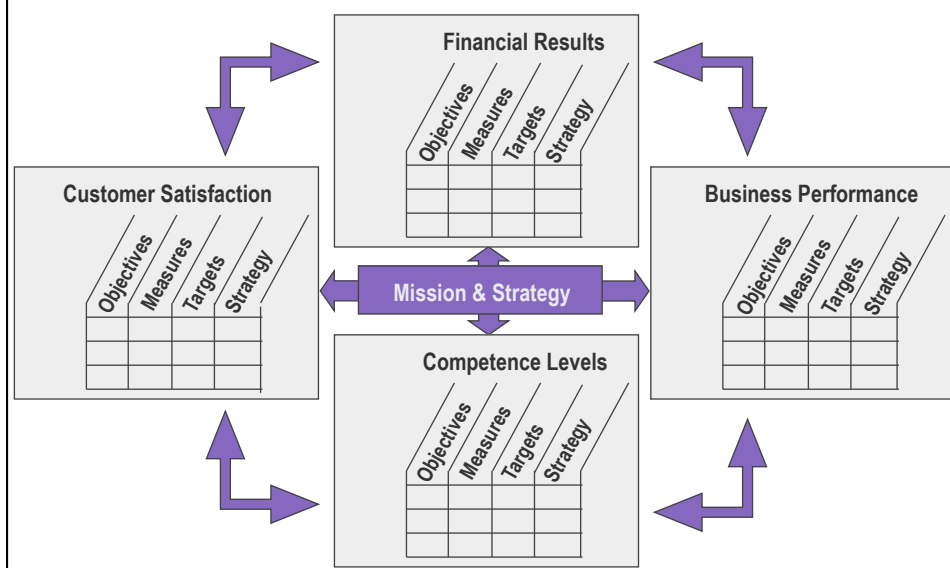
Octa-eder

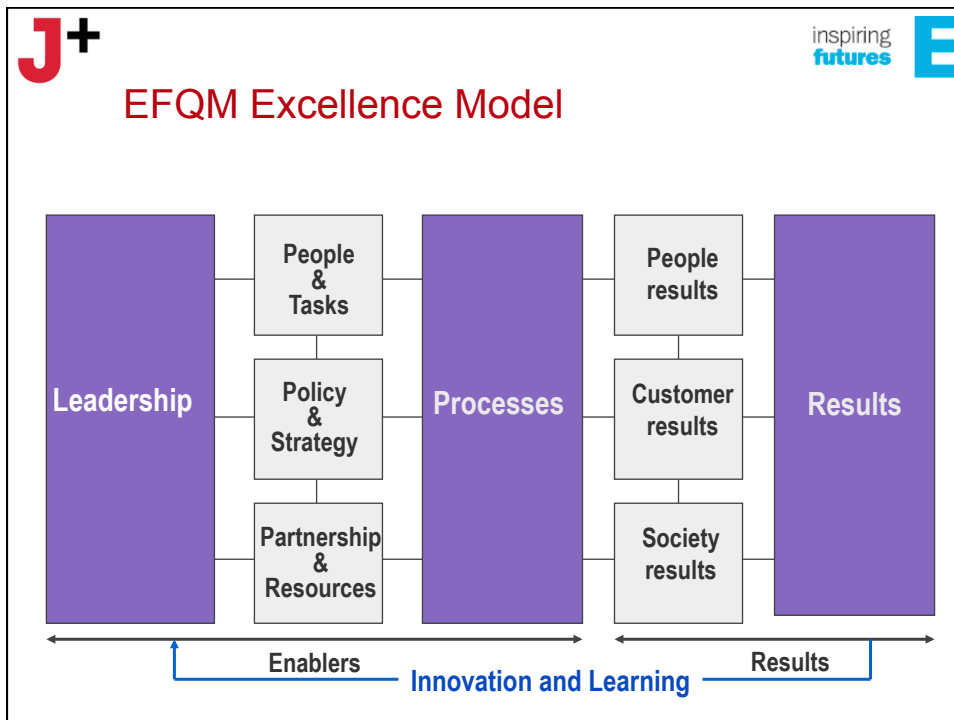


7-S Model



Balanced Score Card





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Considerations from a Dynamic View

- Looking at problems from multiple perspectives
- Relationships between problems
- First ideas about conflicts and tensions
- Why change is difficult
- Initial thoughts on solutions
- View on various perspectives
- Joint problem experience
- Create a basis of support for change