

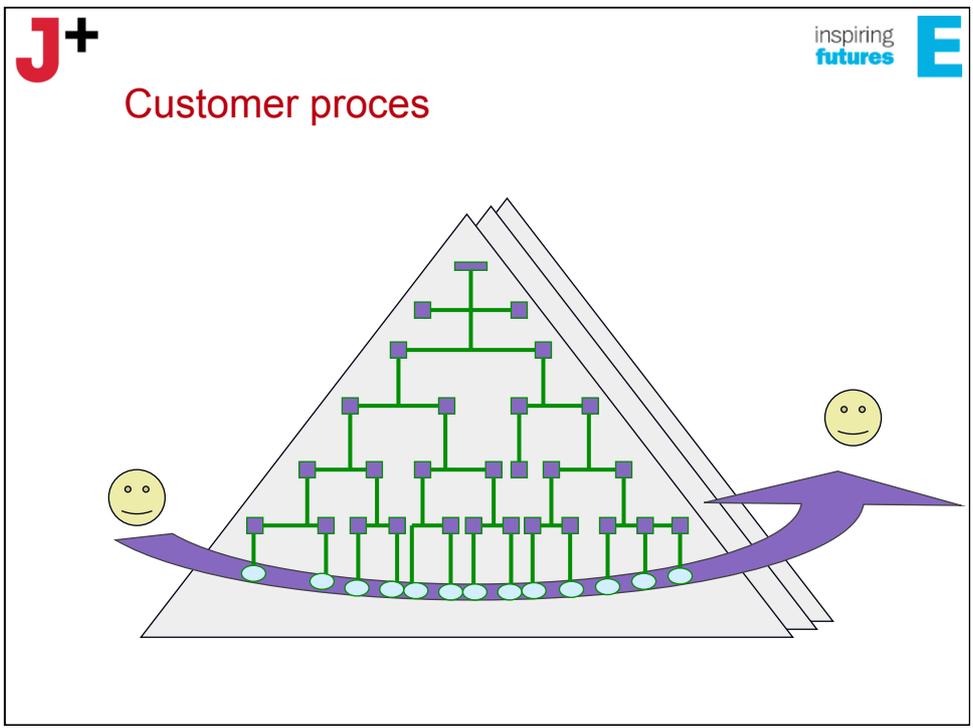
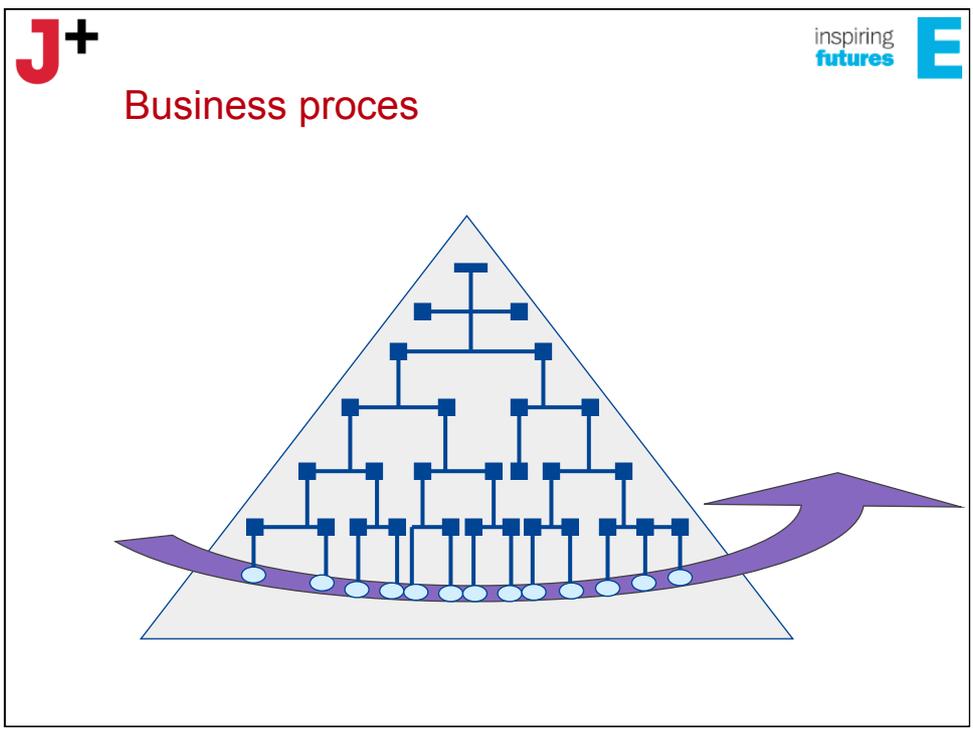
Diagnosing Organizations



Prof. dr. Jaap Boonstra
Esade - University of Amsterdam

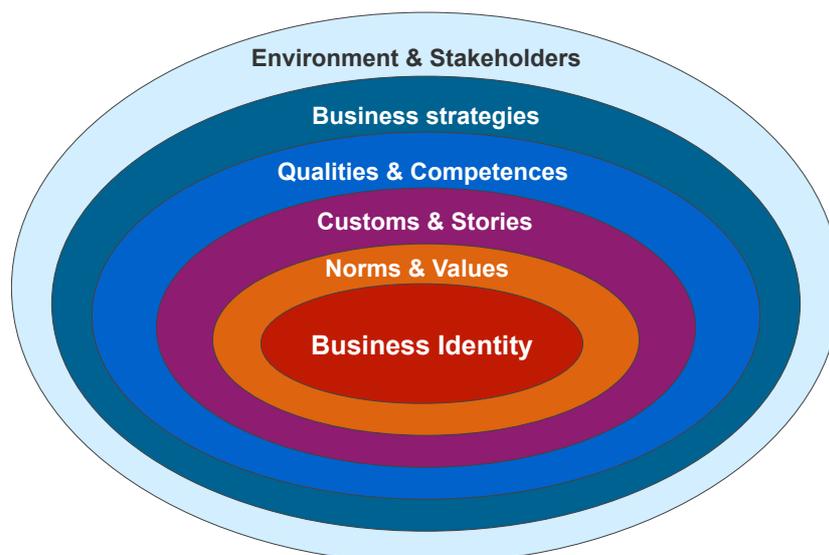
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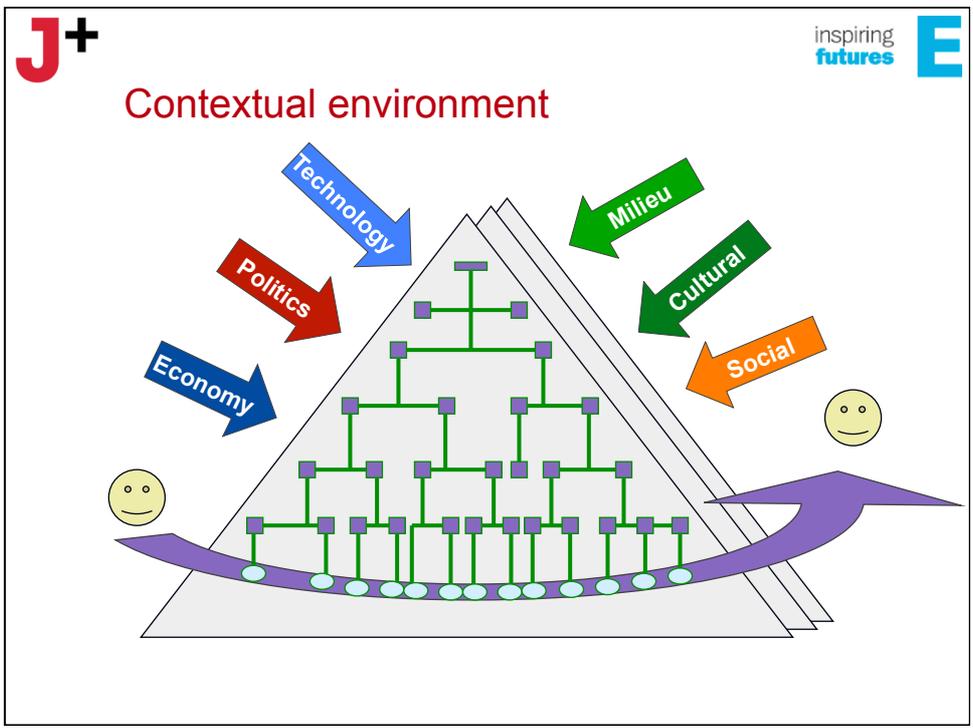
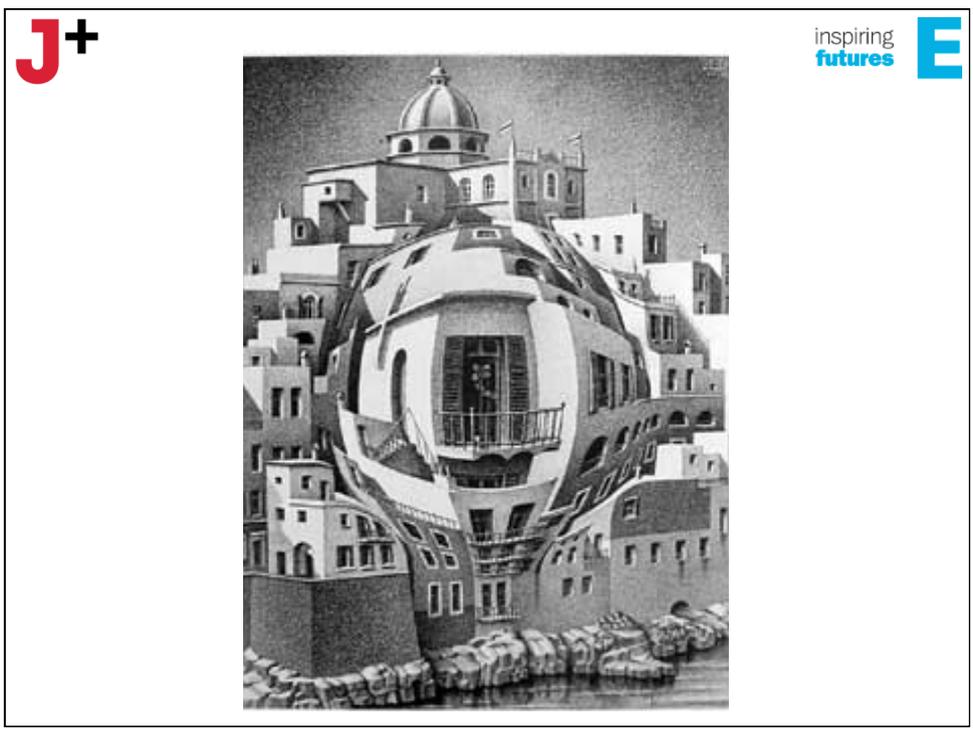
- Perspectives on organizing
- Organization culture and strategy
- Organizations and environments
- Organizing and cultures: enactment
- Perspectives of organizing
- Organizing and cultures: business idea
- Organizations as dynamic systems
- Metaphors of organizing
- Managing organizational change
-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

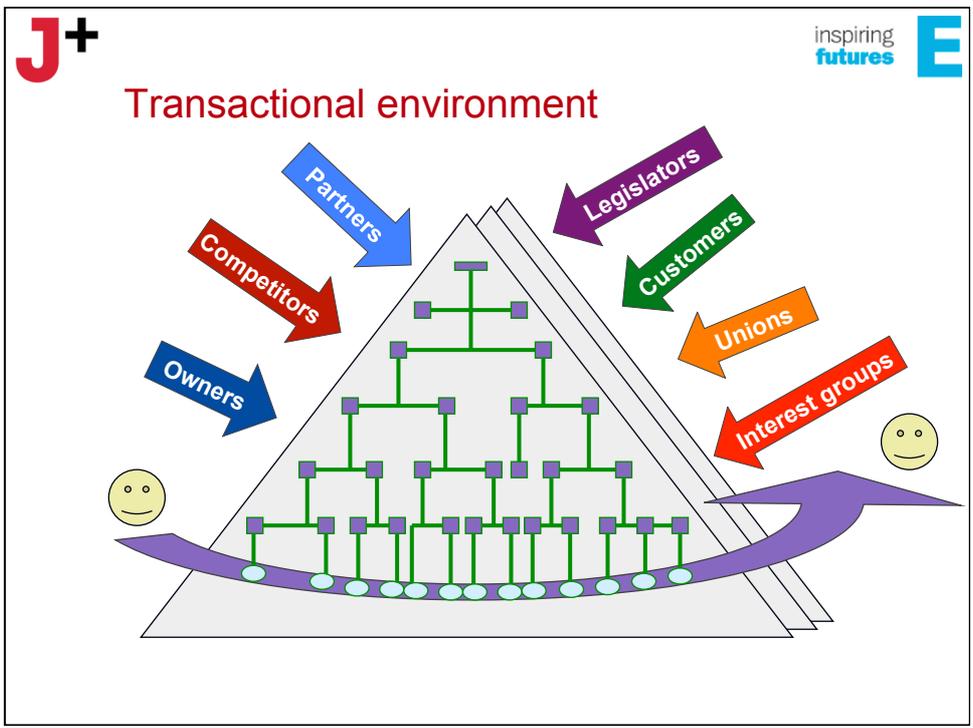
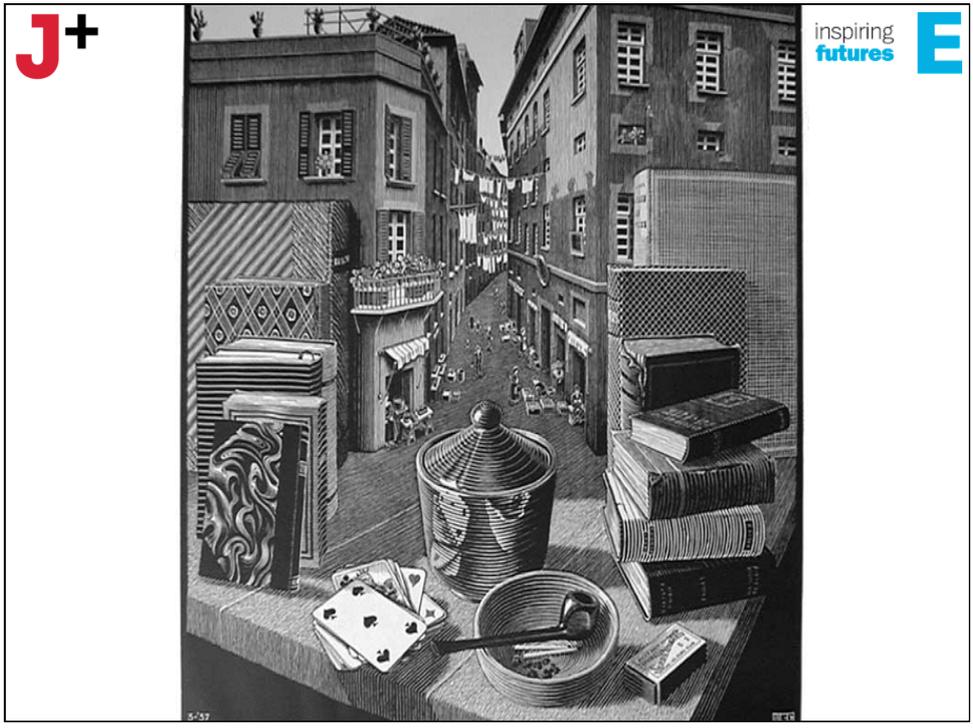


Culture eats Strategy for breakfast

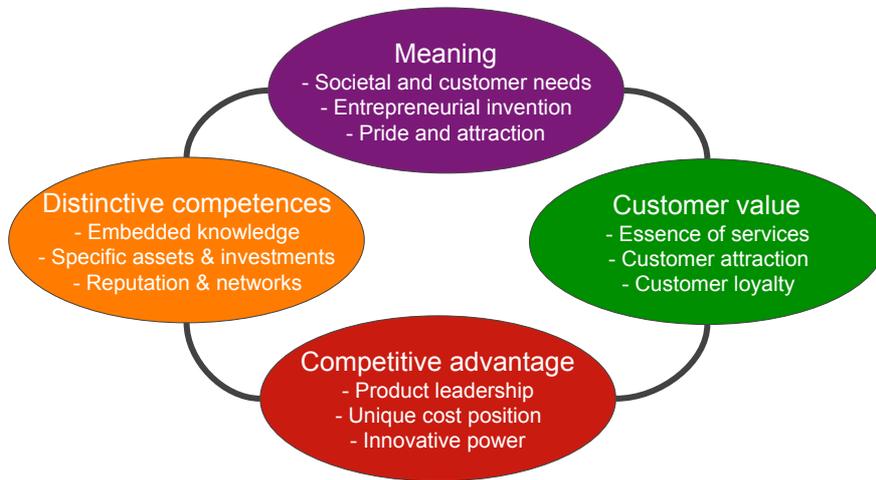
Organization culture and strategy







Business idea



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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.

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Core values Arcadis



Integrity
entrepreneurship
agility

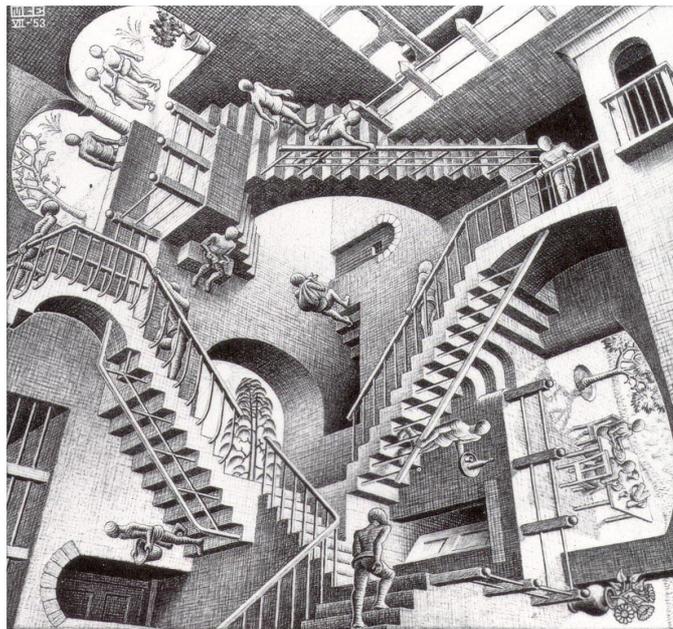
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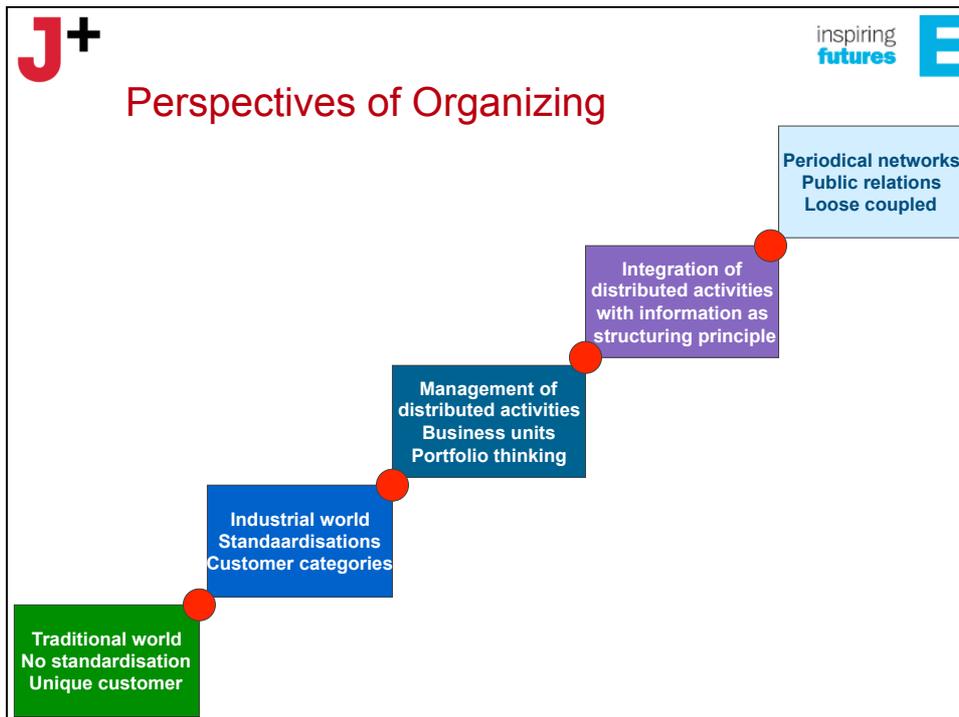
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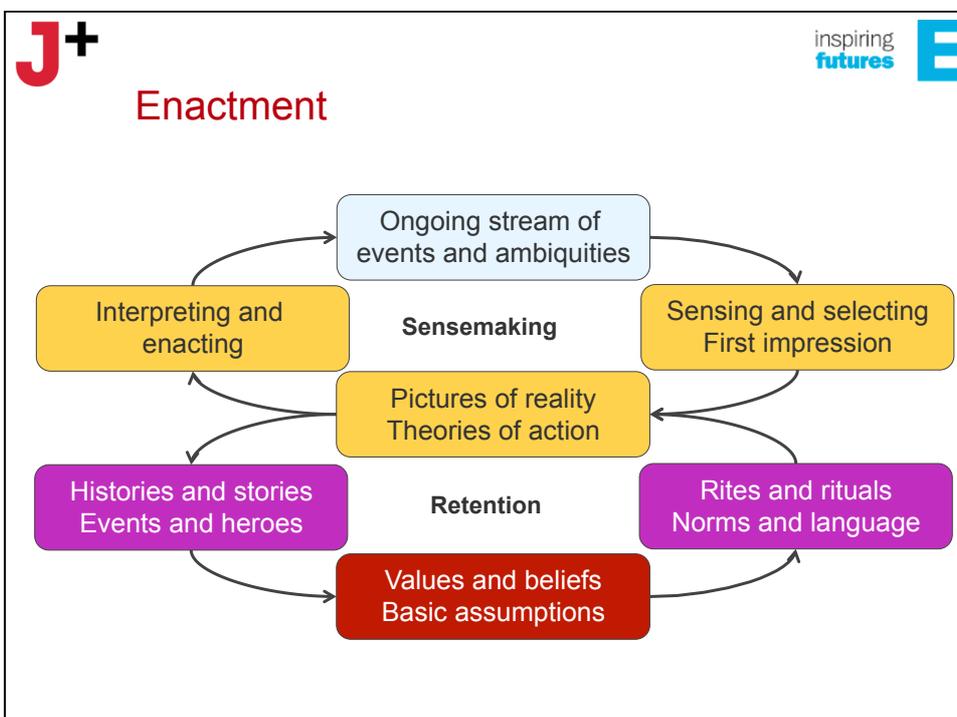
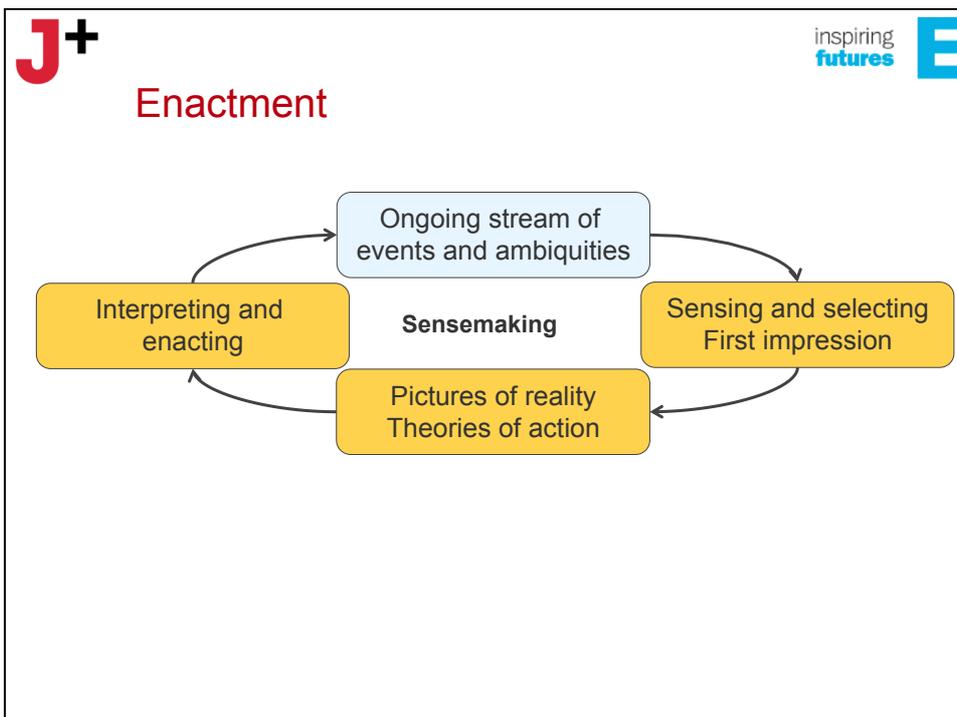


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Perspectives of Organizing

Organizing structures

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



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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

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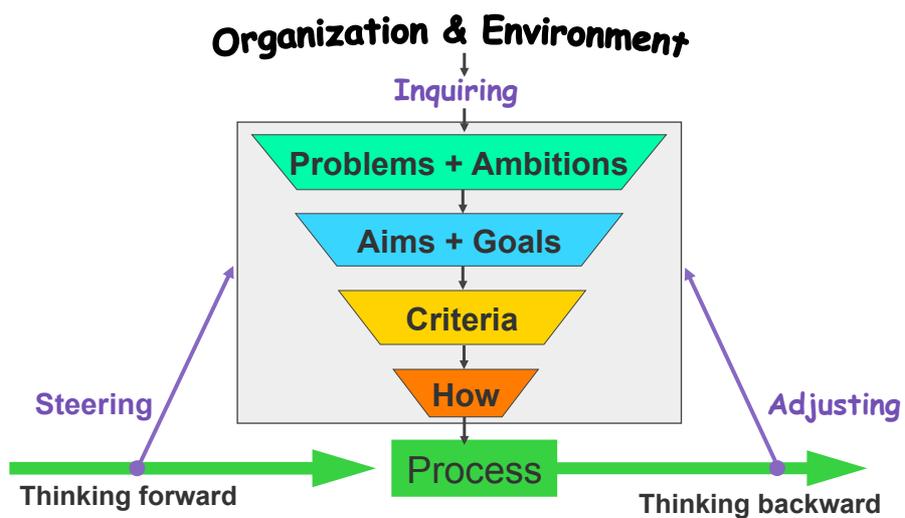
Metaphors



Metaphors of Organizing

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

Managing Organizational Change





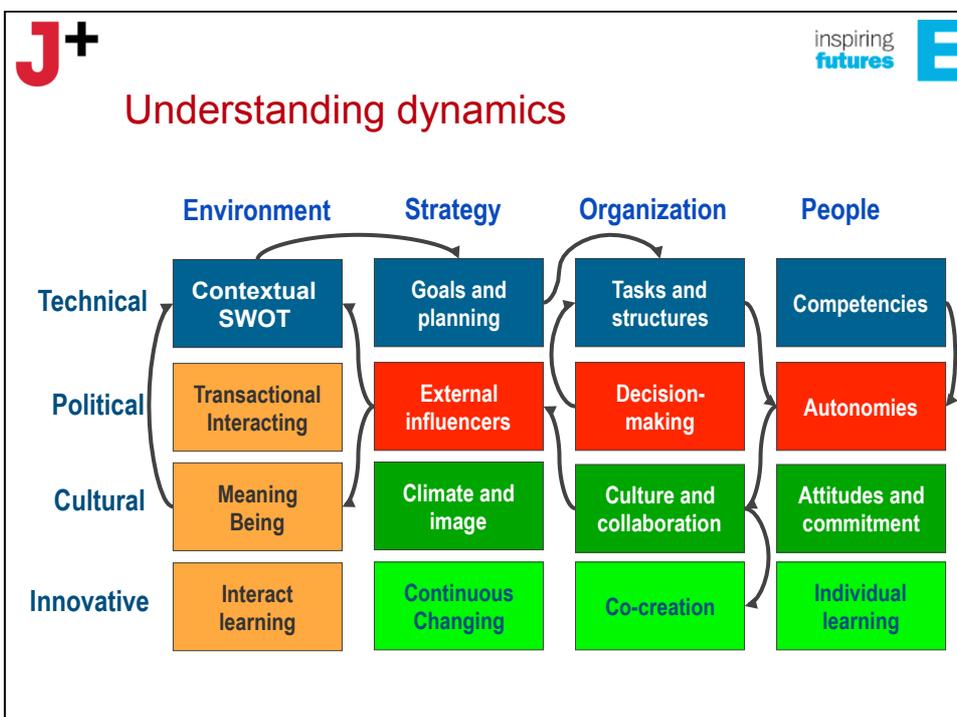
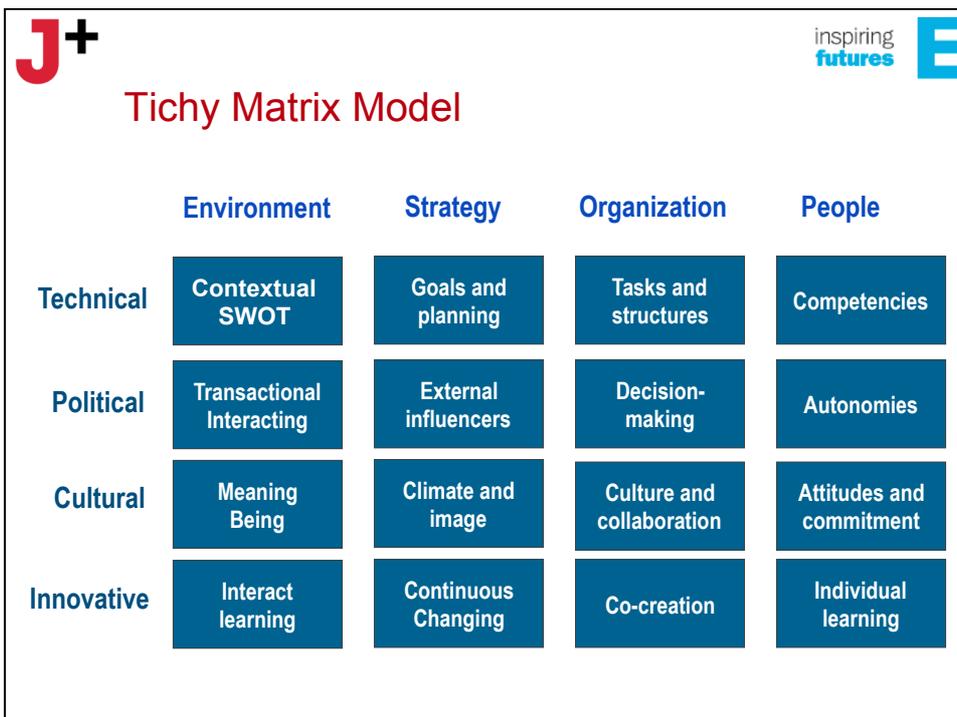
Key Questions

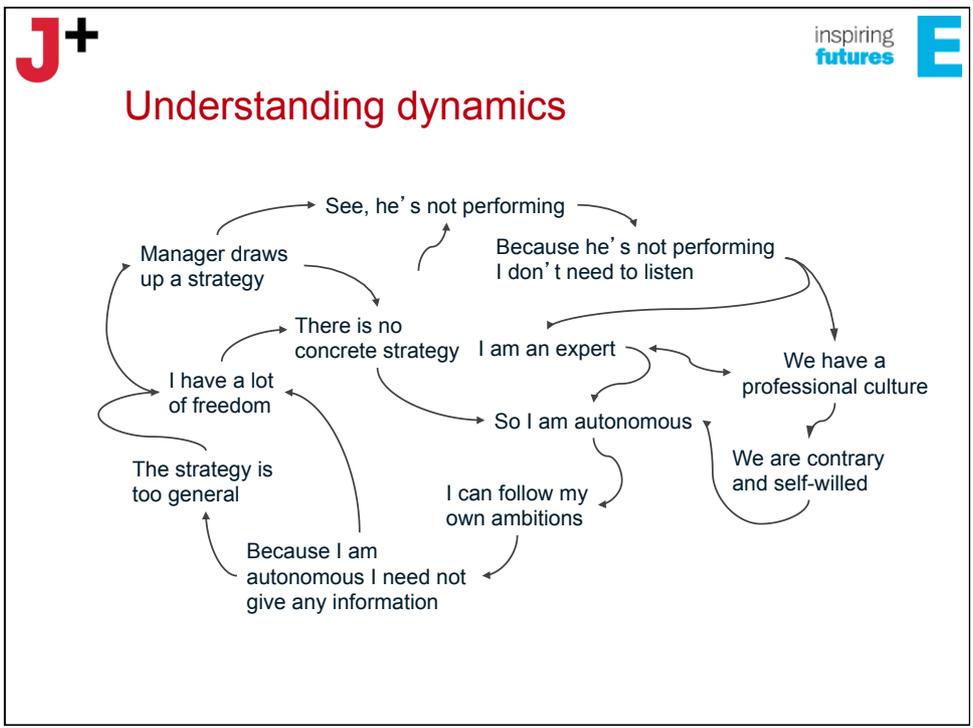
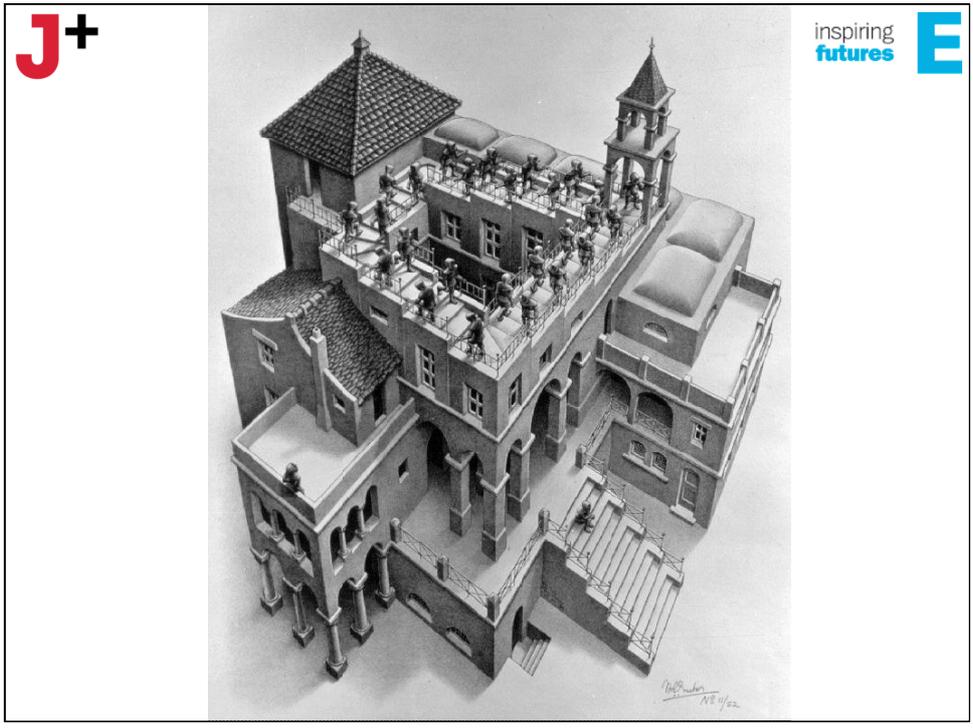
- What is going on ?
- How does this affect our performance ?
- How much does the customer notice ?
- What have we done up to now ?
- What impact has it had ?
- Who are involved ?
- What will happen if we do nothing ?



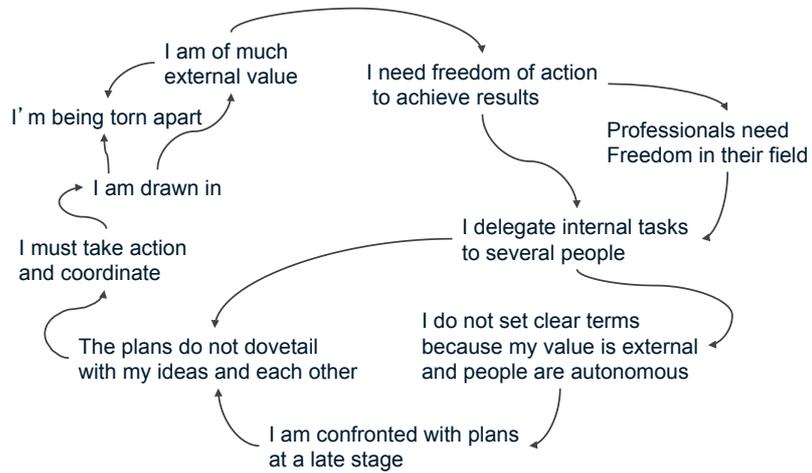
Key Questions

- 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?

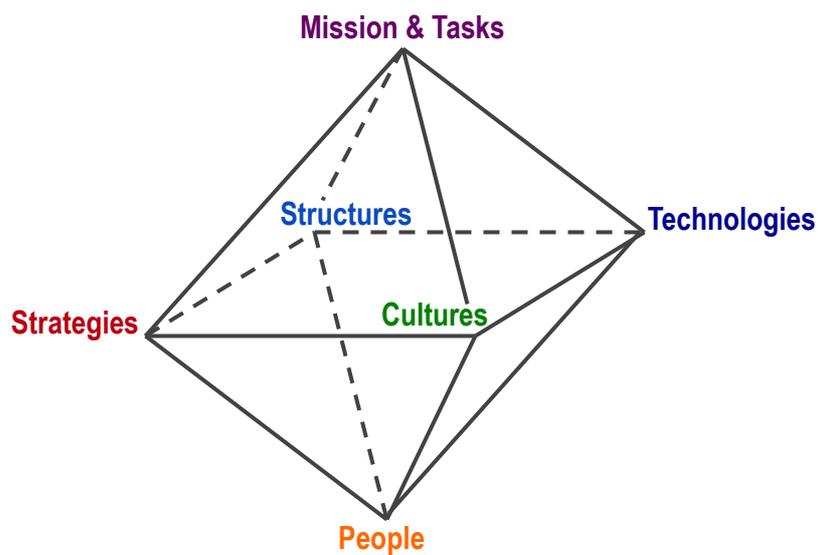




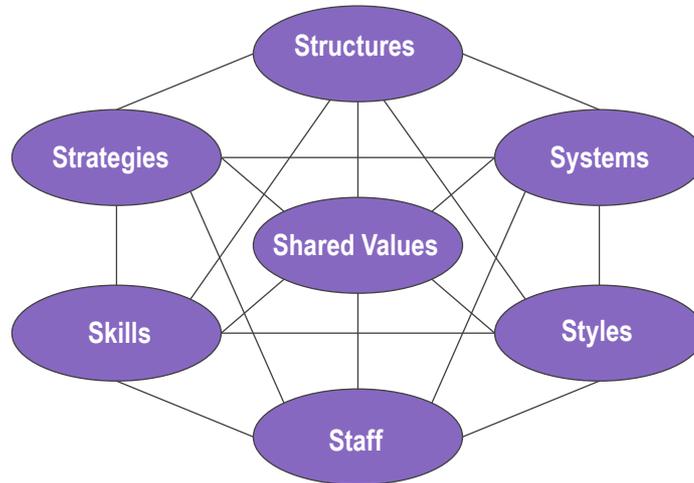
Understanding dynamics



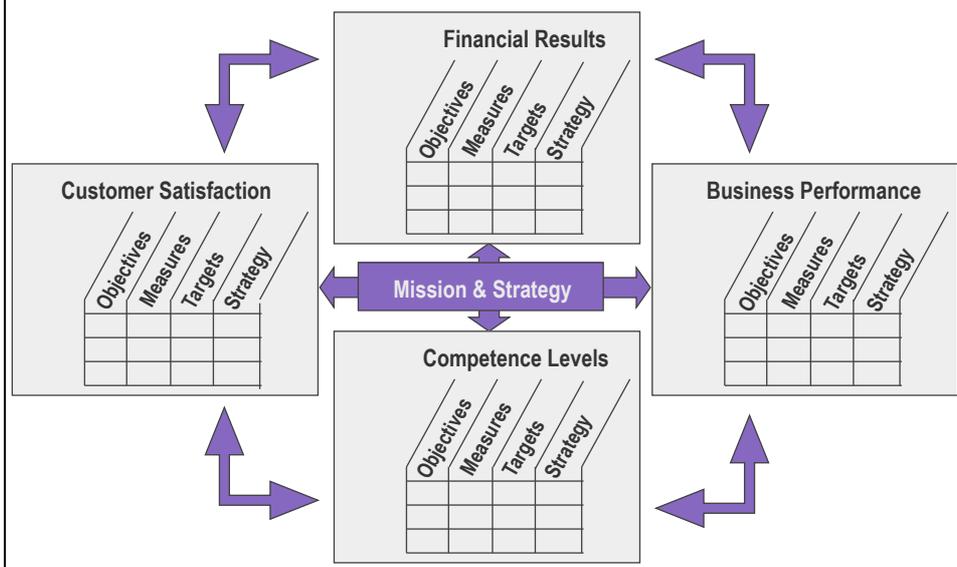
Octa-eder

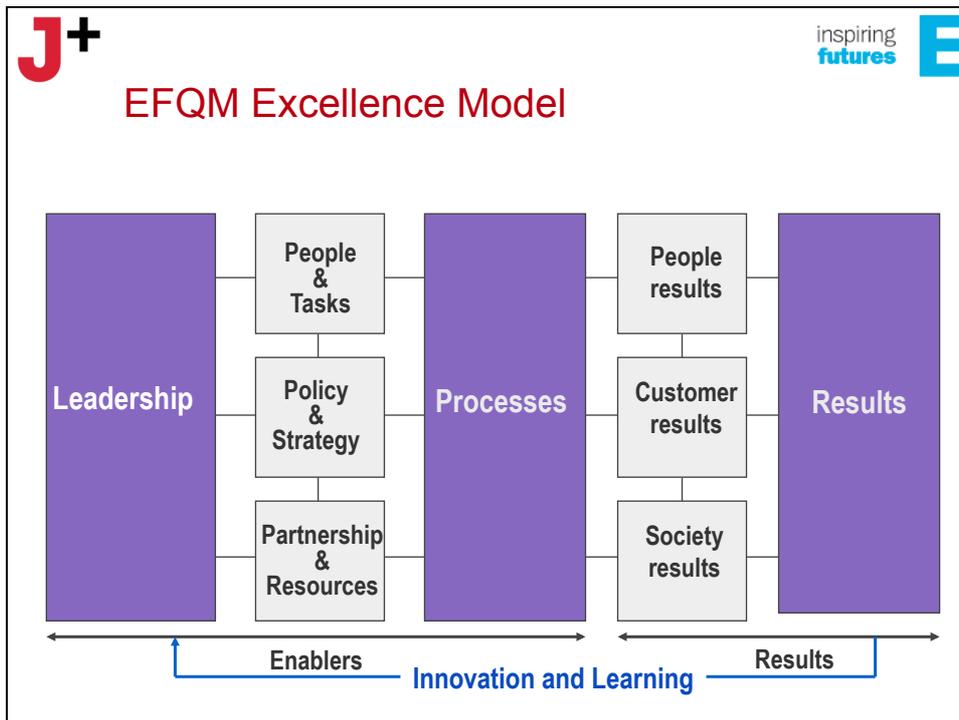


7-S Model



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