A questionnaire: Which management model does your company prefer? Which is more appropriate?

Part 1 Your organization likely uses elements of all three models, but one may stand out. For each question, choose the answer most typical of your function or business—it is usually more informative to answer at this level rather than for a company as a whole.

end of the discussion of each item, she gives her decision.

lower level.

dealing with an unhappy customer, who feels that the service the company provided wasn't as good as expected. How does the employee typically respond?

Question 2. How does a

meeting?

manager typically conduct a

Question 1. A frontline employee is

- A. She pushes back, explaining that the company followed its formal policies. If the customer pushes harder, the employee escalates the problem to her boss.B. She seeks to understand what went wrong—to get to the bottom of the problem, so that the
- system can be improved in the future.

 C. She realizes that the customer is upset and takes immediate action to placate him.

A. She chairs decisively, often seeking the views of others but making clear she is in charge. At the

B. She seeks debate, looking to get people involved. When appropriate, she puts forward her own

C. She runs the meeting swiftly—if there is a meeting, since she brings things forward for discussion only in exceptional circumstances. Whenever possible, she tries to push decision making to a

perspective, and she allows the weight of the arguments to drive decision making.

- Question 3. Where does the head

of your function or business prefer

Question 4. A subsidiary requests

5 percent more than the amount

invest in what it sees as an

previously allocated so that it can

important new project. How does the boss at headquarters respond?

Question 5. Your company is

with a competitor. Which approach

is meritocracy. If they were mostly Cs, it is adhocracy.

exploring a strategic alliance

do people support?

to spend his time?

- **A.** At his desk; chairing reviews and board meetings; seeking input from his direct reports.
- talking to experts about developments in the industry.

 C. Out in the field, meeting with customers and prospective customers; walking the corridors; talking with frontline employees about their work and their challenges.

B. Debating strategic issues with his colleagues, reading up on the latest thinking, in the lab, or

A. He says no—there is a well-established process for requesting funds, and the subsidiary should wait until next year.

B. He asks the subsidiary for more information: What is the business case? Why does this project

C. He tries to help the subsidiary by providing a small amount of money to test the idea with limited funding. He adds that if the project seems successful, the subsidiary can ask for more money later.

merit special consideration? Depending on the answers, he may make an exception.

terms of contracts. **B.** We spend a lot of time getting to know the other party to see if there are complementarities and how well we can work together.

A. We have a very structured approach, are cautious about risk, and pay a lot of attention to the

C. We start very informally, trying out something low risk quickly and building up from there.

very low

low

Part 2 Now consider your organization's external business environment. Again, please focus on the specific function

or business you work in rather than the company as a whole. Your answers will indicate which model your

If your answers were mostly As, your organization's preferred management model is bureaucracy. If they were mostly Bs, it

- organization favors.

 Question 1. What is the level of regulation and compliance imposed on your function or business by external factors?
- Meritocracy or Adhocracy Bureaucracy is favored is favored
- change (or both) in your business area?

Question 3. What is the rate of technological or scientific

Question 2. How significant are the downside risks (safety

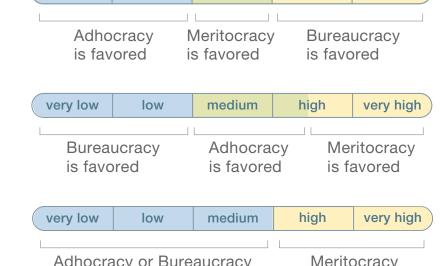
and costs) if something goes wrong?

business require advanced professional training to operate effectively?

Question 5. How much volatility exists on the demand side—for example, changing customer needs or emerging new segments?

Question 4. To what extent do people in your function or

- Question 6. What is your operating environment's level of ambiguity—a lack of clarity about what course of action is required for your organization to succeed?
- Question 7. What is the degree of malleability in your operating environment—your ability to influence and shape it in your favor?



medium

high

very high

Adhocracy

Adhocracy or Bureaucracy is favored			Meritocracy is favored	
very low	low	medium	high	very high
Meritocracy or Bureaucracy is favored			Adhocracy is favored	
very low	low	medium	high	very high

Meritocracy

is favored is favored

very low
low
medium
high
very high

Bureaucracy

Bureaucracy Meritocracy Adhocracy is favored is favored is favored

Add up the number of times each model (bureaucracy, meritocracy, or adhocracy) is favored. Your answers probably won't be

entirely consistent, so choose your model according to which is favored more often.