

TABLE OF CONTENTS

| | |
|--|-----------|
| INTRODUCTION | 1 |
| CHAPTER 1 — FOUNDATIONS OF ORGANIZATIONAL ENGINEERING | 7 |
| 1.1 The Engineering Perspective | 7 |
| 1.2 Decision Strategies | 10 |
| 1.3 Strategic Options | 14 |
| 1.3a The Reactive Stimulator (RS), | 17 |
| 1.3b The Logical Processor (LP), | 19 |
| 1.3c The Hypothetical Analyzer (HA), | 21 |
| 1.3d The Relational Innovator (RI), | 24 |
| 1.4 Strategic Style Error Probabilities | 26 |
| 1.5 Derivative Tendencies | 28 |
| 1.5a Time Horizon, | 28 |
| 1.5b Planning, | 29 |
| 1.5c Risk Assumption, | 30 |
| 1.6 Strategic Styles in Organizations | 32 |
| CHAPTER 2 — EVALUATING STRATEGIC STYLES | 35 |
| 2.1 Introduction | 35 |
| 2.2 Dominant Strategic Styles | 36 |
| 2.2a Reactive Stimulator (RS), | 37 |
| 2.2b Logical Processor (LP), | 37 |
| 2.2c Hypothetical Analyzer (HA), | 38 |
| 2.2d Relational Innovator (RI), | 38 |
| 2.3 The Visibility of Dominant Styles | 38 |

| | | |
|------|---------------------------------------|----|
| 2.4 | The Joint Styles | 40 |
| 2.4a | Measurement of Strategic Styles, | 41 |
| 2.4b | The Joint Style Concept, | 44 |
| 2.4c | Situational Accommodation Method, | 45 |
| 2.4d | Harmonizing Accommodation Method, | 47 |
| 2.4e | Accommodation Variations, | 48 |
| 2.5 | Peripheral Strategic Styles | 49 |
| 2.6 | Labeling Issues | 51 |
| 2.7 | Strategic Style Interaction in Groups | 53 |
| 2.8 | Measuring Interaction Compatibility | 56 |
| 2.9 | Chapter Summary | 59 |

CHAPTER 3 — INDIVIDUAL ANALYSIS 61

| | | |
|------|------------------------------------|----|
| 3.1 | Introduction | 61 |
| 3.2 | Strategic Style Changes | 62 |
| 3.3 | Person-Specific Changes | 65 |
| 3.3a | Example of Person-Specific Change, | 68 |
| 3.3b | Accelerating a Personal Change, | 70 |
| 3.3c | Time Needed to Change Styles, | 71 |
| 3.3d | Adaptation Strategies, | 74 |
| 3.4 | Strategic Pattern Issues | 74 |
| 3.4a | Strategic Pattern—The Perfector, | 76 |
| 3.4b | Strategic Pattern—The Changer, | 80 |
| 3.4c | Strategic Pattern—The Performer, | 84 |
| 3.4d | Strategic Pattern—The Conservator, | 87 |
| 3.5 | Conclusion | 92 |

CHAPTER 4 — RELATIONSHIP ANALYSIS 93

| | | |
|------|----------------------------------|-----|
| 4.1 | Introduction | 93 |
| 4.2 | Forms of Relationships | 93 |
| 4.2a | Commonality Based Relationships, | 97 |
| 4.2b | Complementary Relationships, | 99 |
| 4.3 | Creating Elective Relationships | 101 |
| 4.4 | Adjacent Strategic Patterns | 105 |
| 4.5 | Typical Pattern Interactions | 107 |

| | | |
|---|------------------------------------|------------|
| 4.6 | External Style Identification | 110 |
| 4.7 | Summary | 111 |
| 4.8 | Domestic Relationship Digression | 113 |
| CHAPTER 5 — ORGANIZATIONAL OPTIONS | | 119 |
| 5.1 | Introduction | 119 |
| 5.2 | What is a Team? | 120 |
| 5.3 | Implications of Team Organization | 123 |
| 5.4 | Hierarchical Organization | 127 |
| 5.5 | Bureaucratic Applications | 128 |
| 5.6 | Team Applications | 131 |
| 5.7 | Organizational Design Implications | 133 |
| 5.8 | Compensation Issues | 136 |
| CHAPTER 6 — ANALYSIS | | 139 |
| 6.1 | Introduction | 139 |
| 6.2 | Dominant Style Analysis | 140 |
| 6.3 | Style Strength Analysis | 142 |
| 6.4 | Individual Component Analysis | 145 |
| 6.5 | Coalition Effects | 145 |
| 6.6 | Multiple Coalitions | 149 |
| 6.7 | Weak Strategic Style Profile | 151 |
| 6.8 | Strategic Pattern Analysis | 153 |
| 6.9 | Global Team Profile | 154 |
| 6.10 | Consensus Decisions | 155 |
| 6.11 | Majority Rule Decisions | 157 |
| 6.12 | Changes in Decision Character | 157 |
| 6.13 | Decision Difficulty | 158 |
| 6.14 | Analysis Integration | 160 |
| 6.15 | Validation | 162 |
| 6.16 | Recommendations | 165 |
| CHAPTER 7 — STRUCTURING | | 167 |
| 7.1 | Introduction | 167 |
| 7.2 | Structural Elements - Goals | 168 |
| 7.3 | Structural Elements - Roles | 173 |
| | 7.3a Creating Roles, 175 | |

| | | |
|------|---|-----|
| 7.4 | Structural Elements - Rules | 177 |
| | 7.4a Norms, 177 | |
| | 7.4b Rules, 179 | |
| 7.5 | Structural Elements - Segmentation | 182 |
| 7.6 | Structural Elements - Size | 186 |
| 7.7 | Structural Elements - Other Options | 189 |
| 7.8 | Structural Elements - Knowledge | 191 |
| 7.9 | Structural Elements - Process | 192 |
| 7.10 | Structural Elements - Environment | 194 |
| 7.11 | Structural Elements - Other Factors | 195 |
| 7.12 | Organizational Environment | 196 |
| 7.13 | Names | 198 |
| 7.14 | Implementing Adjustments | 199 |
| 7.15 | Hierarchical Modifications | 200 |
| | 7.15a Strong Personal Style, 200 | |
| | 7.15b Strong Personal Style Dissension, 203 | |
| | 7.15c "Balanced" Personal Styles, 204 | |
| | 7.15d Hierarchical Adjustment Summary, 205 | |

CHAPTER 8 — REENGINEERING APPLICATIONS 209

| | | |
|------|--|-----|
| 8.1 | Introduction | 209 |
| 8.2 | Reengineering Teams | 211 |
| 8.3 | Interrelationships Between Teams | 214 |
| 8.4 | Coordination | 217 |
| 8.5 | Team Composition | 219 |
| 8.6 | Organization Impacts | 221 |
| 8.7 | Communications Strategies | 223 |
| | 8.7a Reactive Stimulator Strategies, 224 | |
| | 8.7b Logical Processor Strategies, 225 | |
| | 8.7c Hypothetical Analyzer Strategies, 227 | |
| | 8.7d Relational Innovator Strategies, 228 | |
| 8.8 | Information Sequencing | 230 |
| 8.9 | Communications Planning | 231 |
| 8.10 | Deployment Interventions | 233 |
| 8.11 | Training Interventions | 236 |

| | |
|---|------------|
| CHAPTER 9 — CORPORATE CULTURE APPLICATIONS | 239 |
| 9.1 Introduction | 239 |
| 9.2 Cultural Values | 240 |
| 9.3 Culture-Style Relationship | 241 |
| 9.4 Strategic Style-Culture Process | 243 |
| 9.5 Department Cultural Units | 246 |
| 9.6 Hierarchical Cultural Units | 248 |
| 9.7 Functional Cultural Units | 251 |
| 9.8 Cultural Intervention | 252 |
| 9.9 Communication Content | 255 |
| 9.10 Summary | 258 |
| BIBLIOGRAPHY | 259 |
| APPENDIX | 261 |
| INDEX | 265 |
| TABLE OF ILLUSTRATIONS AND LISTINGS | vi |