

Contents

Introduction	1
1. Conceptualizing Line-Staff Relations: Ideal Models and the Neglect of Power	5
Orthodox “Staff”: <i>The</i> Model of Three Models	7
Three Staff Models: An Overview	14
Staff ₁ , Staff ₂ , . . . Staff _n : A Concession to Complexity	18
Organization as a System of Power: A Neglected Emphasis	21
Toward a New Line-Staff Design: Some Compulsions and Some Constraints	23
2. Pressures Toward Unorthodoxy, I: Changing Organizational Worlds	31
Handling Environmental Change: Insensitivity as a Methodology	31
The Changing Environment: Two Perspectives	34
Environmental Changes in Retrospect	45
The Growing Critical Literature: Similarities and a Selection	46
Some Guides for Theoretical Responses to Change and Criticism	54

3. Pressures Toward Unorthodoxy, II: Problems of Orthodox Staff in Operation	60
Tensions Between Program and Sustaining Activities: Nine Common Sources	61
Can the NII Model Handle Program-Sustaining Tensions?: The Sketch of a Negative View	75
4. Pressures Toward Unorthodoxy, III: The NII Model and Vertical Fragmentation	90
Vertical Fragmentation: Three Sources Inhering in Organization	90
Managing Vertical Fragmentation: Some Costs of the Traditional Theory	97
Sustaining Officials Bridge the Gap: Four Techniques for Horizontal and Diagonal Contacts	110
Directions for Further Analysis	116
5. Toward the Colleague Concept of Staff: The “Team” as an Organizing Device	118
Organizing for the Colleague Model: Basic Structure	118
Organizing for the Colleague Concept: Guide Lines	121
Organizing for the Colleague Concept: Approaching the Model Despite the Formal Structure	142
Organizing for the Colleague Concept: Approaching the Model via Structural Change	146
Organizing for the Colleague Concept: Two In-Process Perspectives	151
6. The Colleague Concept: How It Lives with Program-Sustaining Tensions	154
Testing the Colleague Model	154
The Colleague Model and Horizontal Integration: The Special Case of the Foreman	173

7. Organizing for the Colleague Concept: Details of Design and Major Side Effects	180
Detailed Design of a Colleague Structure: Organizing Around a Product or Discrete Sub-Assembly	180
Four Major Side Effects: Consequences of a Colleague Structure	188
Four Summary Emphases	232
8. The Colleague Concept of Staff: Its Place in the New Research on Organizations	233
The Empirical Bases of Thinking About Organization	234
The Crisis Basis of Organization Structure: Crisis, Neuroticism, and Creativity	237
The Perspective of Thinking About Organization: The Logics of Centralization and Decentralization	247
The Integrative Basis of Organization Theory: Organizing for the Colleague Concept	261
Revolution by Computer: Effects on Organization Structure	262
Toward the Colleague Model: A Conclusion	266
Author Index	269
Subject Index	273