Organizational Life Cycles and Shifting Criteria of Effectiveness Some Preliminary Evidence

presented by:
M Anang Firmansyah
Change

• Sequential in nature
• Occur as a hierarchical progression that is not easily reversed
• Involve a broad range of organizational activities and structures

Purpose

• Review proposed life cycles models to determine if common stages of development can be identified among them
• Attempt to identify the major criteria of organizational effectiveness present in each of the stages of development
• Elaborate our integration of the literature by presenting a description of a developing organization in its early life cycle stages
Downs: Motivation for growth
Focus: Government Bureaus
- Struggle for Autonomy
- Rapid Growth
- Decleration

Lippitt and Schmidt: Critical Managerial Concerns
Focus: Private Sector
- Birth
- Youth
- Maturity

Scott: Strategy and Structure
Focus: Corporate
- Organization are characterized by little or no formal structure, single product, and personal control and paternalistic
- Organization are characterized by functional specialization, institutionalized search and implementation reward system
- Organization have multiple product lines, diversified product markets, R&D Orientation, and adaption
Grainer: Problem Leading to Evolution and Revolution
Focus: Private Sector
- By overcoming crisis of leadership from the need to rationalize organizational activities.
- Growth through direction or rationalized leadership
- Growth through delegation
- Growth through coordination
- Growth through collaboration

Torbert: Mentality of Member
Focus: individual mentalities of organizational member

LYDEN: Functional Problem
- New Organization
- Organization emphasize resource acquisition and development work flow procedures
- Emphasize switches to goal
- Organization emphasize pattern maintenance and the institutional structure
Katz and Kahn: Organization structure

- Primitive system stage
- The stable organization stage

Adizes: Major Organization activities

- Producing result
- Acting entrepreneurally
- Administering formal rules and procedures
- Integrating individuals into the organization

Kimberly: Internal social control, structure of work and environmental relation

- Identifiable stage
- selection of prime mover, hiring staff, and establishing support from strategic constituencies
Integration of the methods

Each model contains:

- Entrepreneurial stage
- Collectivity stage
- Formalization and control stage
- Structure elaboration and adaptation

Criteria of Organization effectiveness

Quin and Rohbrbaugh underlying:

- Internal and external focus
- Concern for flexibility versus a concern for control
- Concern for ends versus predictability and stability
Entrepreneurial Stage:
- Innovation
- Creativity
- Marshaling of resources

Colectivity stage
- Characterized by the criteria associated with the human relation model.

Formalization stage
- Organizational stability
- Efficiency of production
- Rules
- Procedures
- Conervativetrends typify organizations
Elaboration Stage

- Elaboration of structure
- Organizations monitor