

# Классификация стратегий по Р. Майлзу и П. Сноу

1. Стратегия **предприятий-защитников** - предоставление потребителям относительно стабильного набора продуктов (услуг) на существующих хорошо изученных и стабильных рынках; попытка быть лучшими в своей сфере деятельности. Для таких фирм характерно медленное увеличение, жесткий внутренний контроль, ориентация на увеличение производительности, снижение себестоимости.
2. Стратегия **фирм-исследователей (разведчиков, проспекторов)** - поиск новых продуктов и рыночных возможностей. Для таких фирм характерно предпринимательский, новаторский стиль работы, отслеживание и реагирование на широкий спектр разнообразных сигналов из окружающей среды.
3. Стратегия **фирм-анализаторов** - сбалансированное сочетание стратегий фирм-защитников и исследователей. Такие фирмы пытаются сохранить баланс рынков и продуктов, которые являются стабильными с точки зрения отдачи, что может быть использовано для других продуктов.
4. Стратегия **реагирующих** фирм - реакция на отдельные события в бизнес-среде, отсутствие определенной линии поведения.

# Основные шаги процедуры Од

## STEP 1 GETTING STARTED

1. Goals

## STEP 2 STRATEGY

2. Strategy
3. Environment

## STEP 3 STRUCTURE

4. Configuration and complexity
5. Geographic distribution and knowledge exchange

## STEP 4 PROCESS AND PEOPLE

6. Task design
7. People
8. Leadership and organizational climate

## STEP 5 COORDINATION AND CONTROL

9. Coordination, control, and information systems
10. Incentives

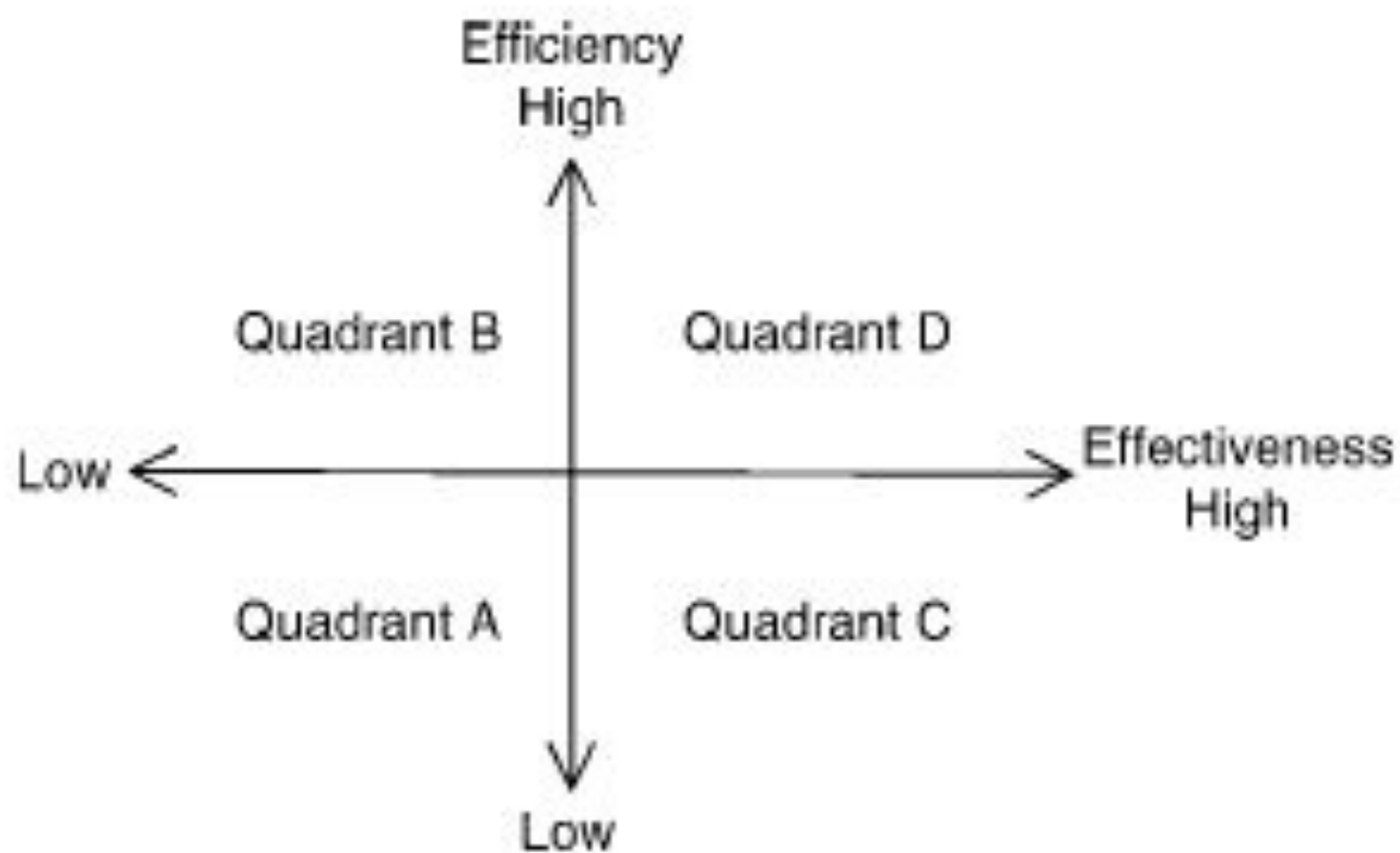
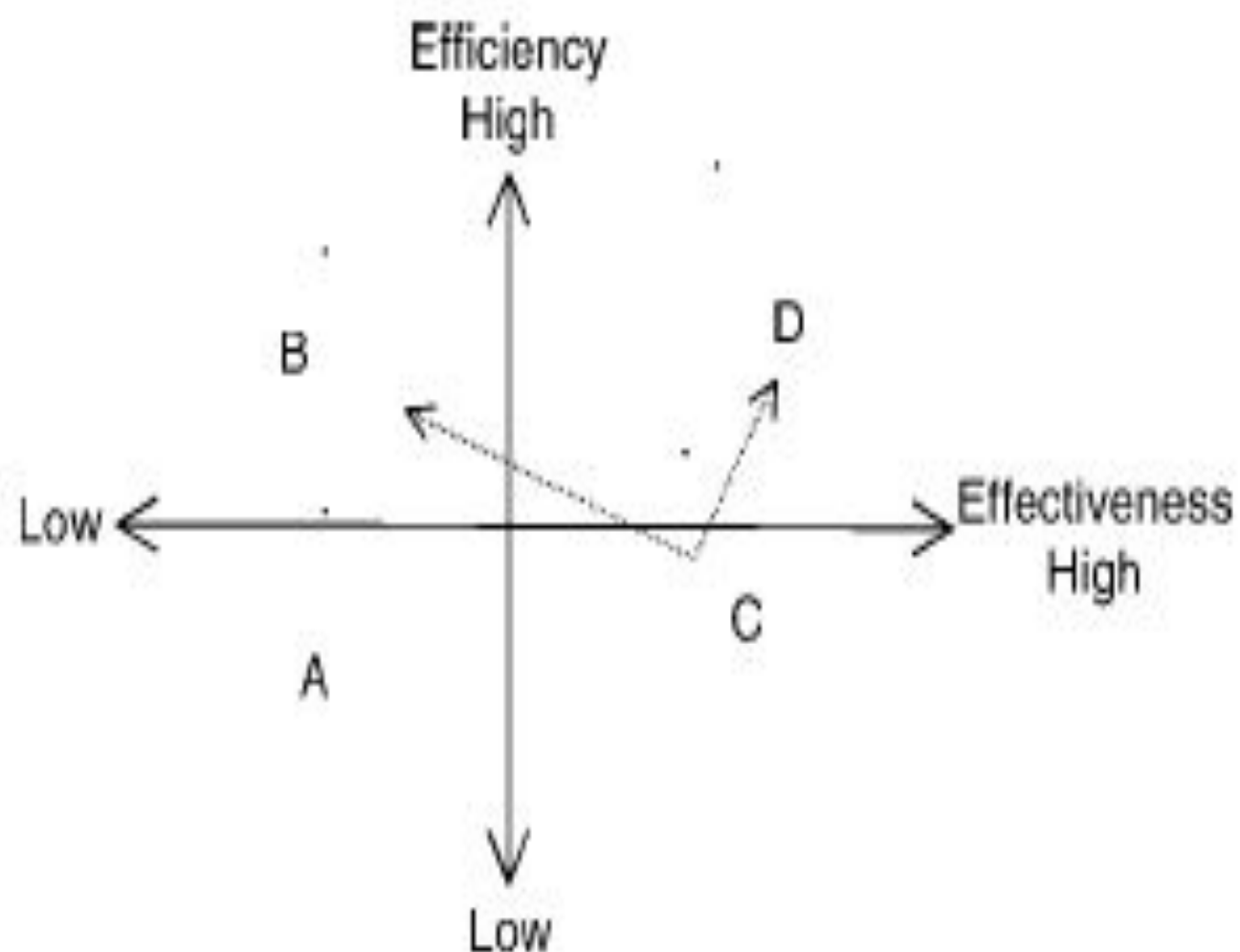


Figure 1.2 The goal space.



**Figure 1.3** Making changes in the efficiency/effectiveness space.

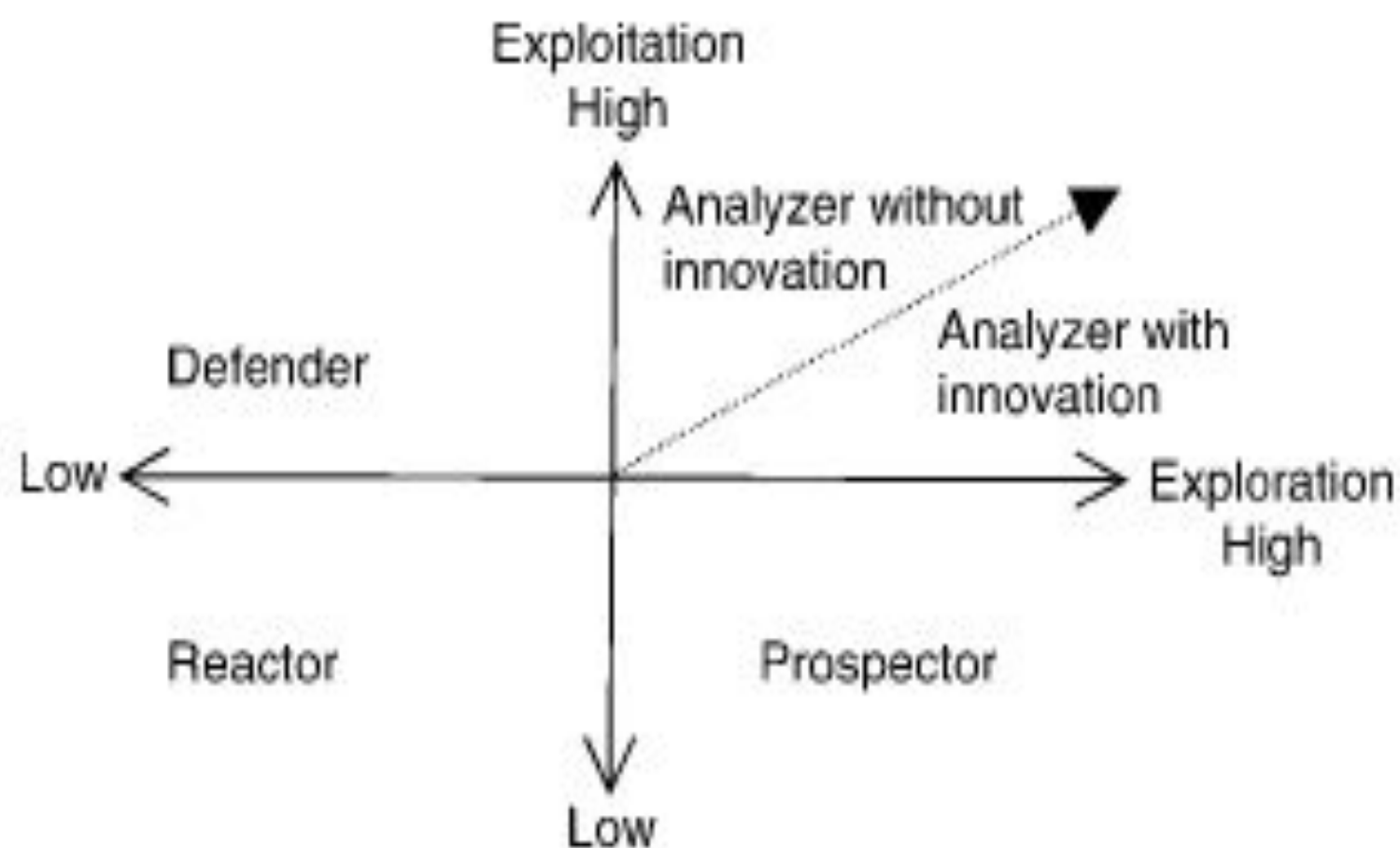


Figure 2.1 The strategy space.

Table 2.1 Fit between strategy and organizational goals

Corresponding quadrant in organizational design space	A	B	C	D	
Strategy types	Reactor	Defender	Prospector	Analyzer with innovation	Analyzer without innovation
Organizational goals	Neither	Efficiency	Effectiveness	Efficiency and effectiveness	

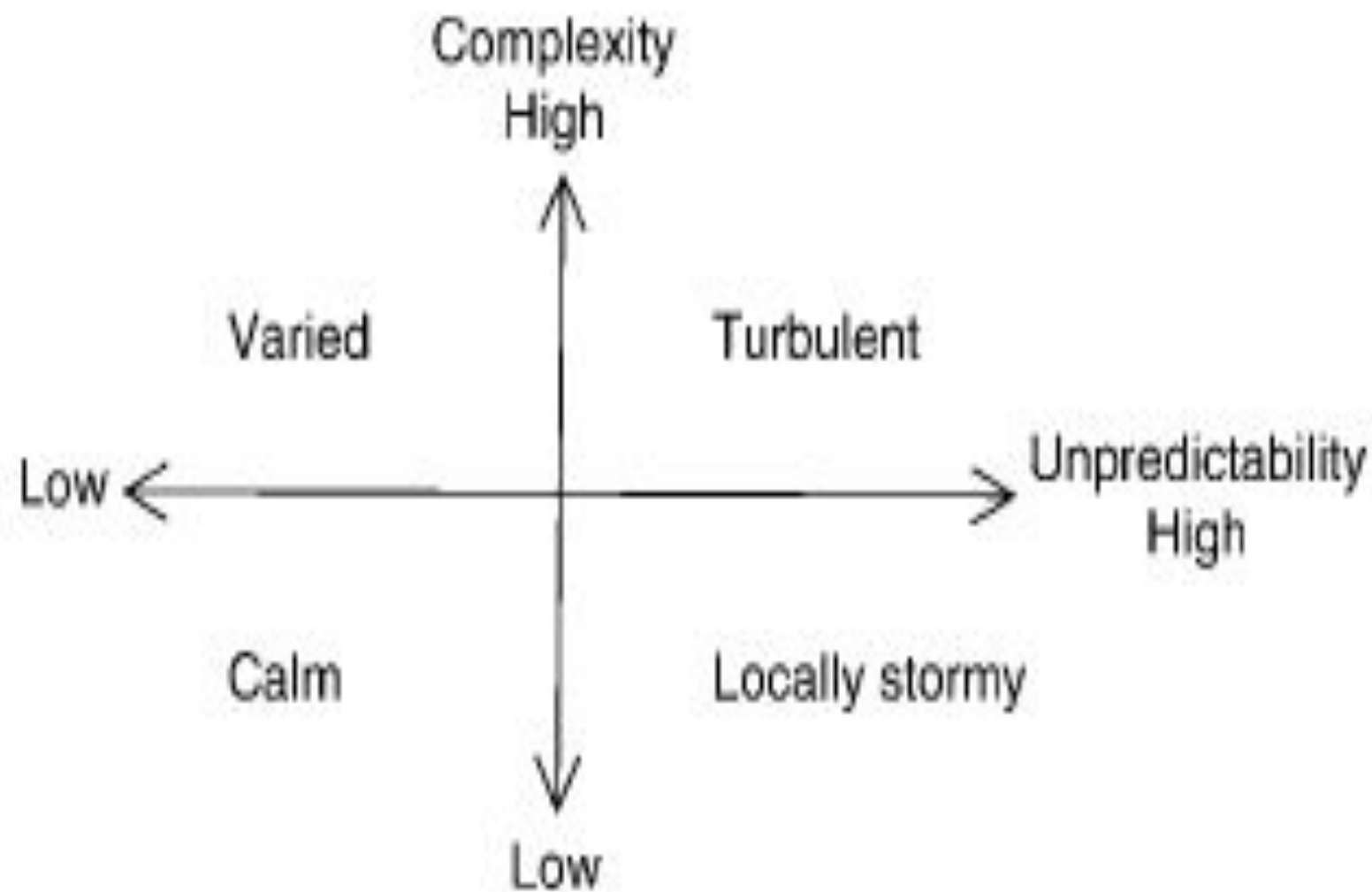


Figure 3.1 The environment space.

Table 3.1 Complexity scores

Interdependency of factors	Number of factors in the environment				
	1-3	4-6	7-9	10-12	More than 12
Low	1	1	2	2	3
Medium	1	2	3	4	5
High	3	4	4	5	5



2. Unpredictability: For each factor that you have included in the firm's environment in Part 1a above, score its unpredictability on the scale from 1 to 5 as follows:

1	2	3	4	5
very low		moderate		very high

Critical factors in the environment

Unpredictability score (1 = low, 5 = high)

1: \_\_\_\_\_

\_\_\_\_\_

2: \_\_\_\_\_

\_\_\_\_\_

3: \_\_\_\_\_

\_\_\_\_\_

4: \_\_\_\_\_

\_\_\_\_\_

5: \_\_\_\_\_

\_\_\_\_\_

etc.

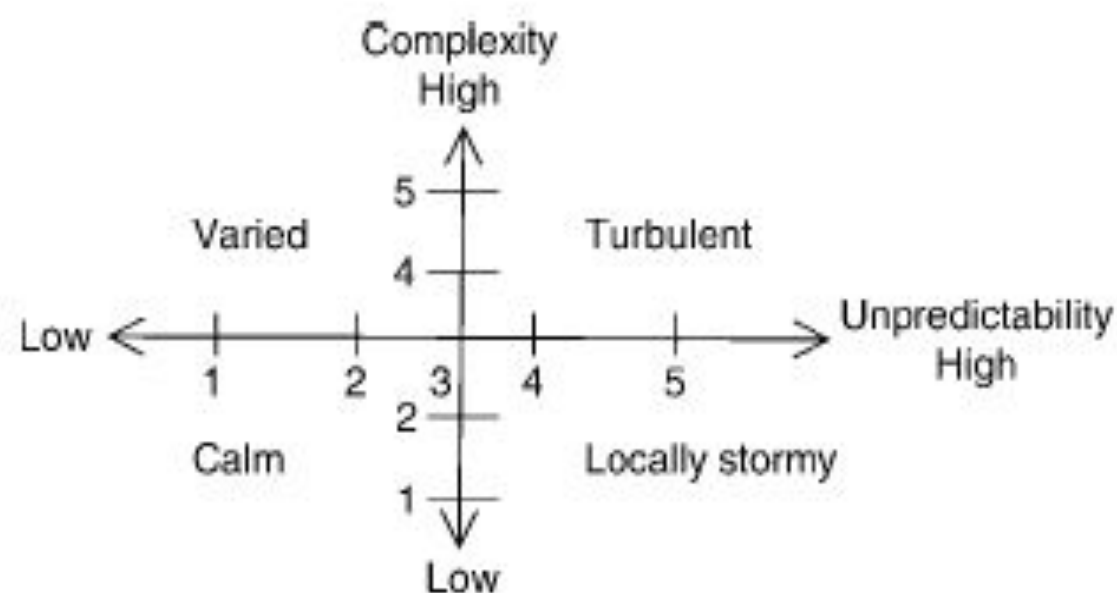
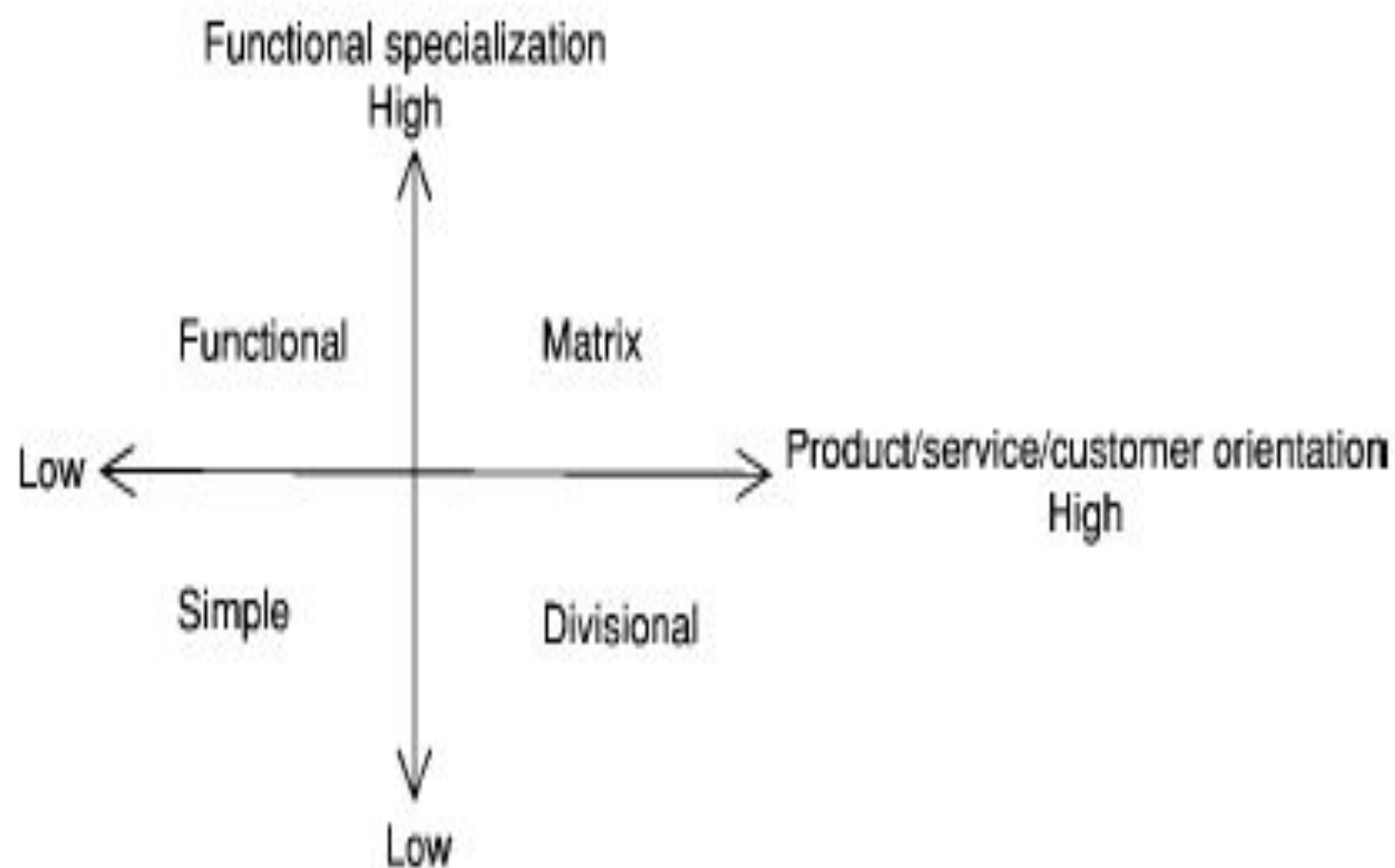


Figure 3.2 Locate your organization in the environment space by rating the levels of complexity and unpredictability.

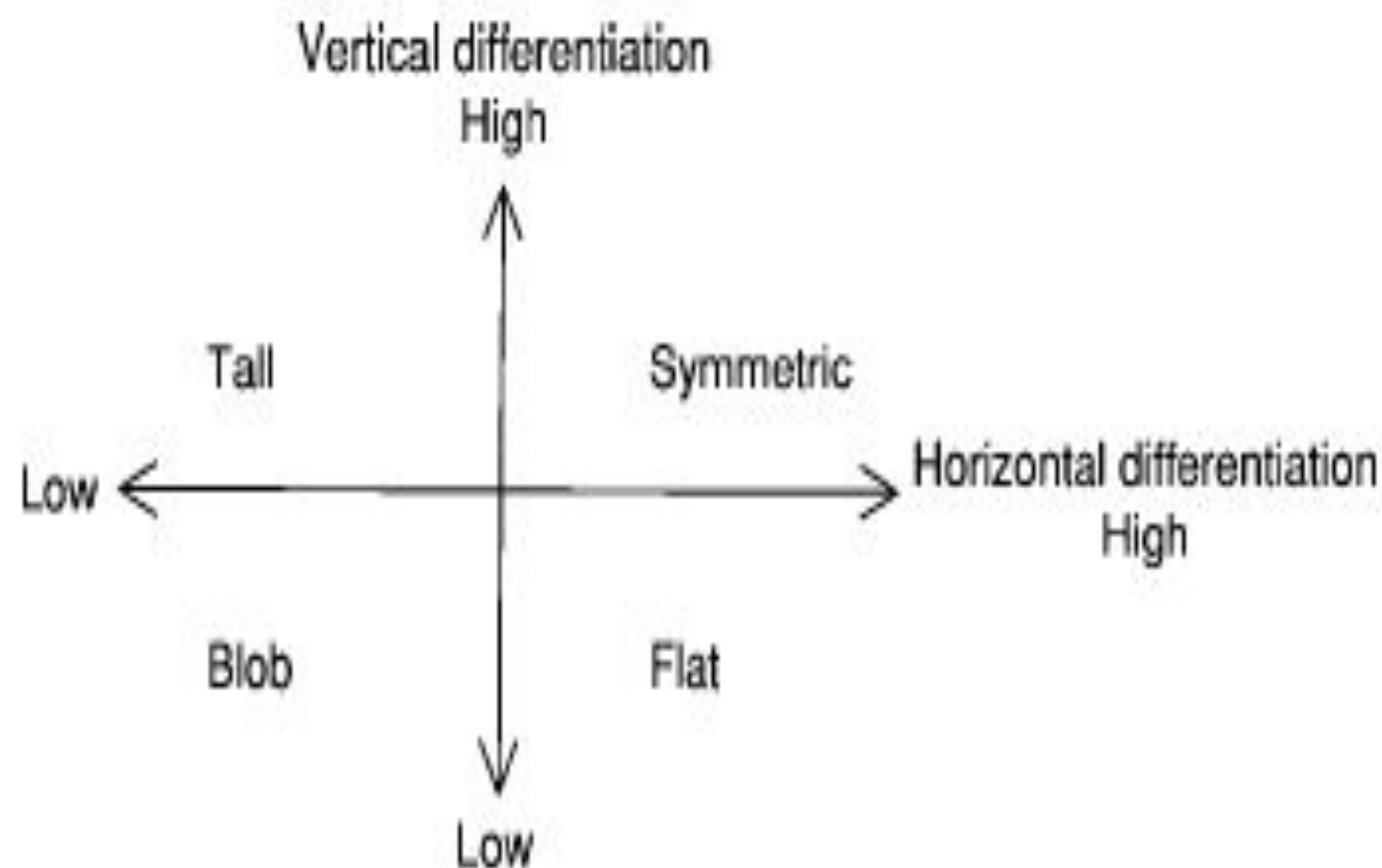
Next, you will examine how your chosen organization's environment fits with the goals and strategy that you identified in Chapters 1 and 2.

Table 3.2 Fit among organizational environment, strategy, and organizational goals

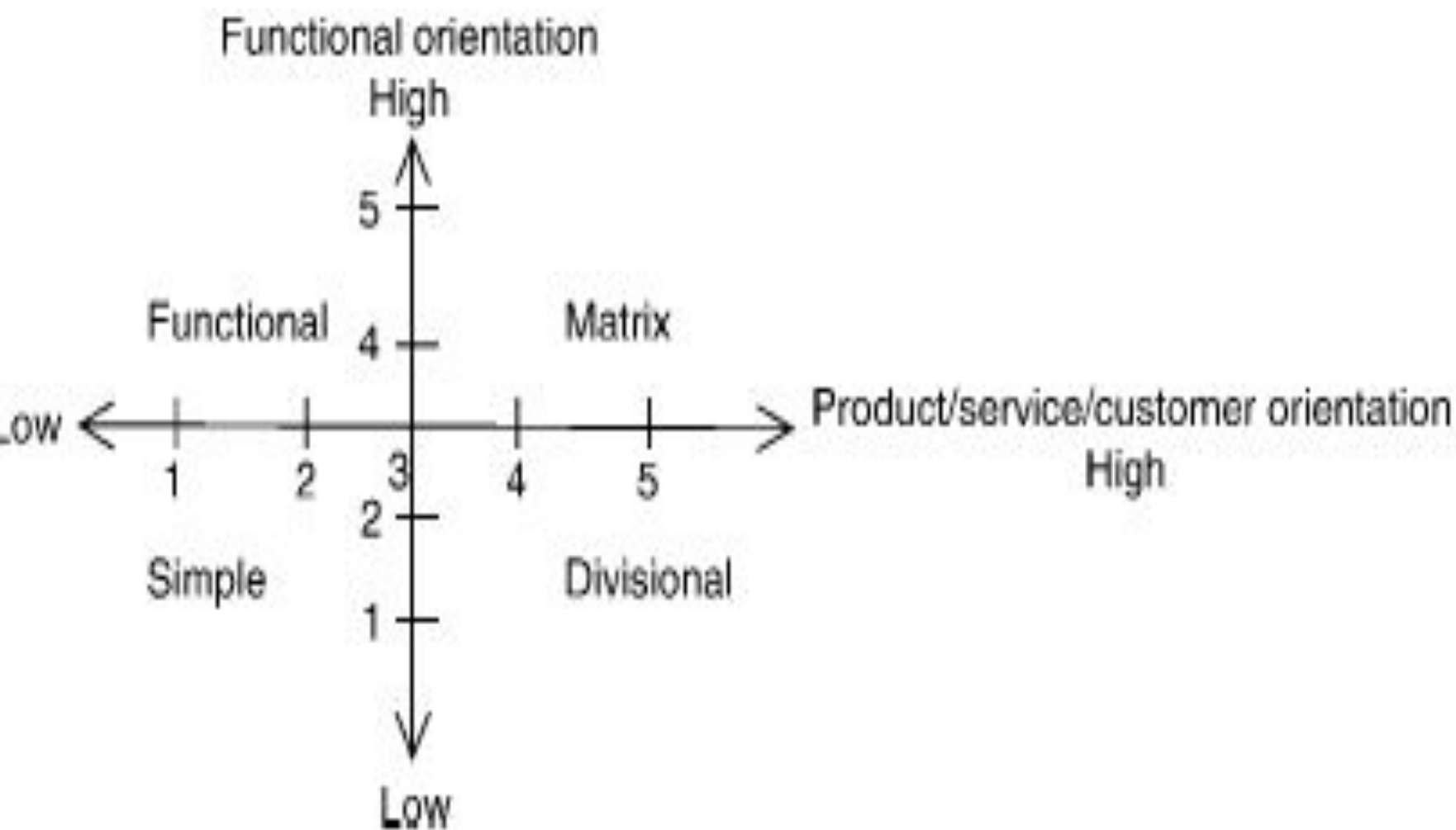
Corresponding quadrant in organizational design space	A	B	C	D	
Environment	Calm	Varied	Locally Stormy	Turbulent	
Strategy types	Reactor	Defender	Prospector	Analyzer with innovation	Analyzer without innovation
Organizational goals	Neither	Efficiency	Effectiveness	Efficiency and Effectiveness	



**Figure 4.1** The alternative organizational configurations of the firm.



**Figure 4.6** The organizational complexity space.



**Figure 4.7** Locate your firm in the configuration space.

Vertical differentiation

High

5

4

2

1

Low

Tall

Symmetric

Low

1

2

3

4

5

Blob

Flat

Horizontal differentiation

High

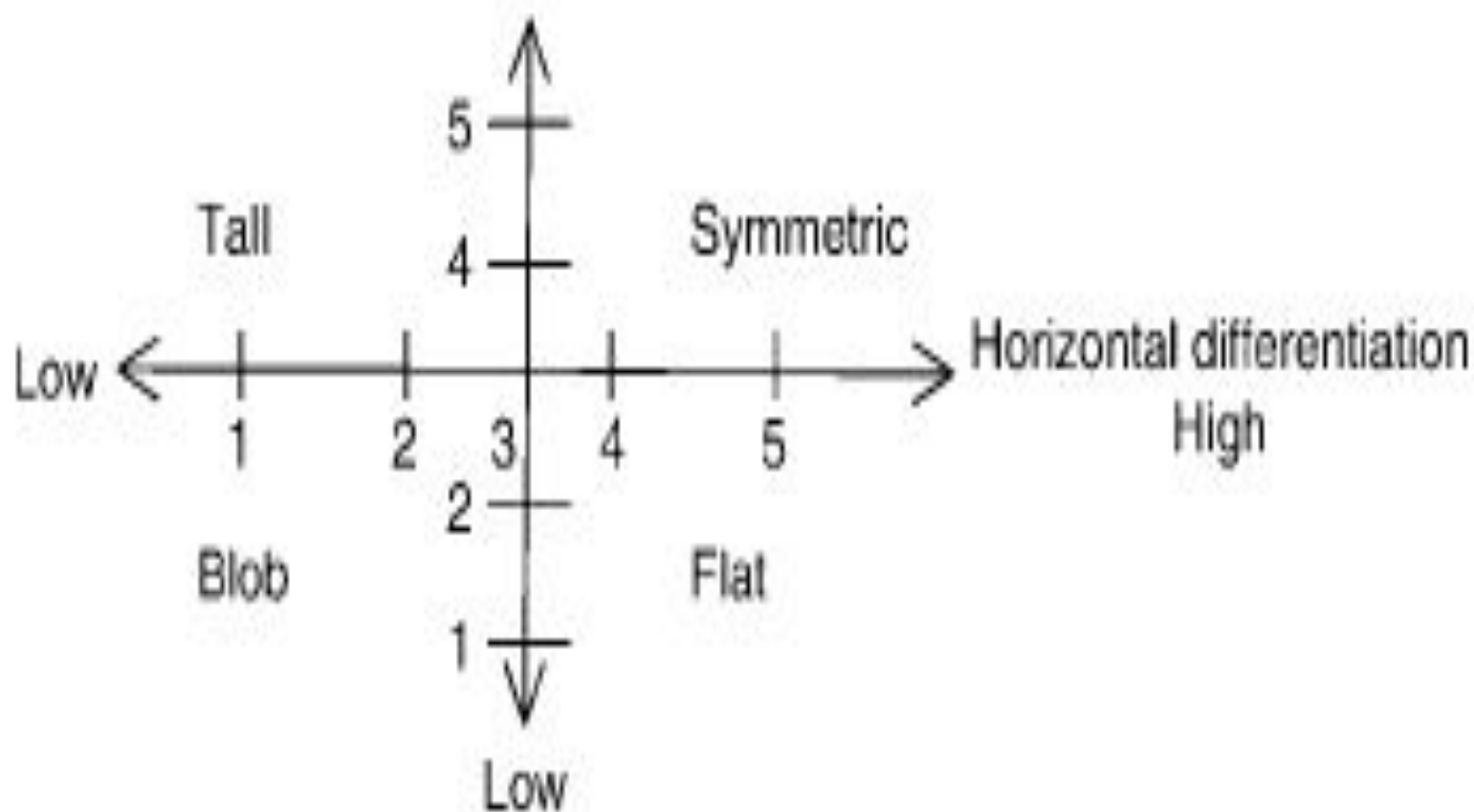


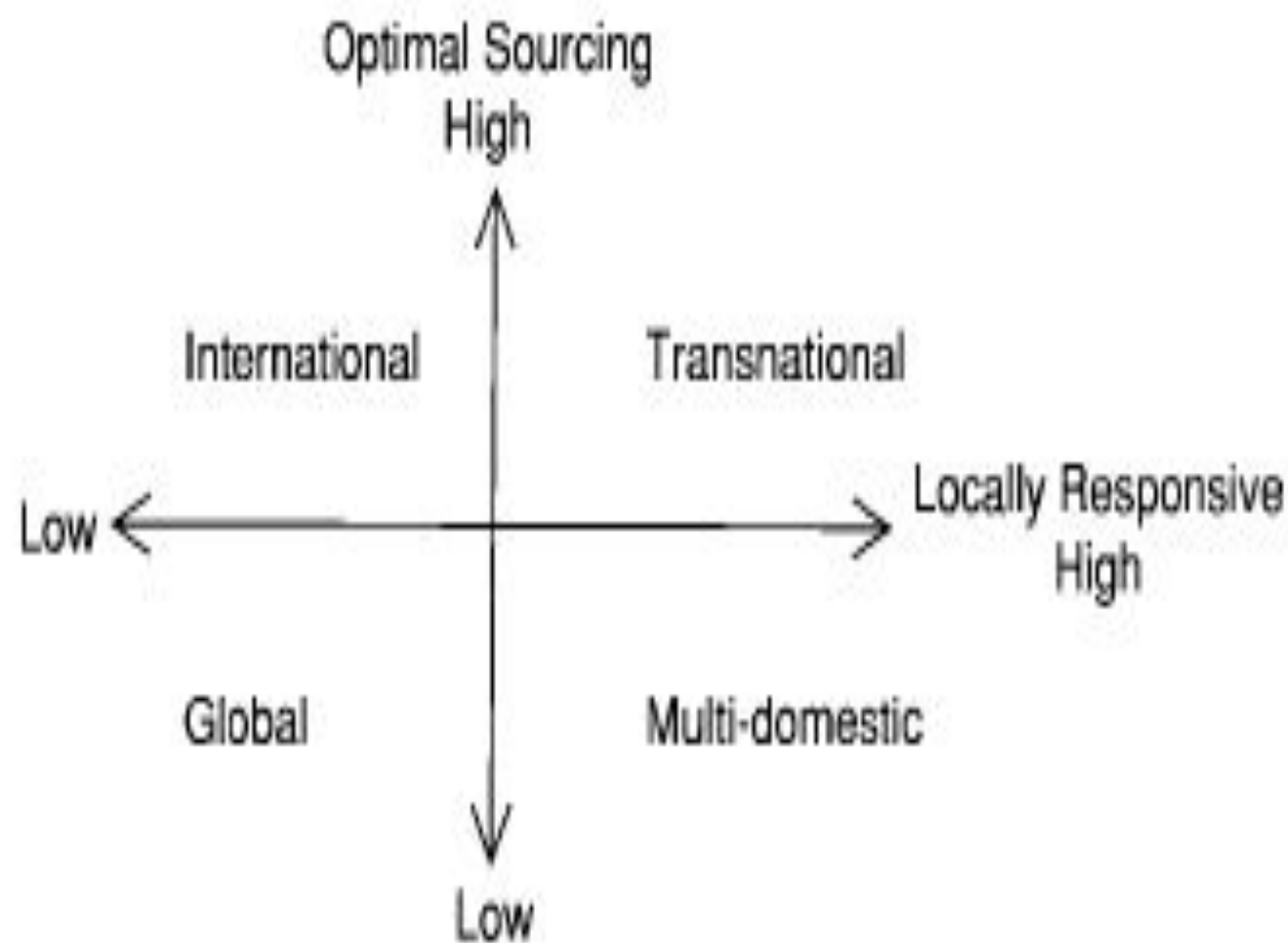
Figure 4.8 Locate your firm in the organizational complexity space.



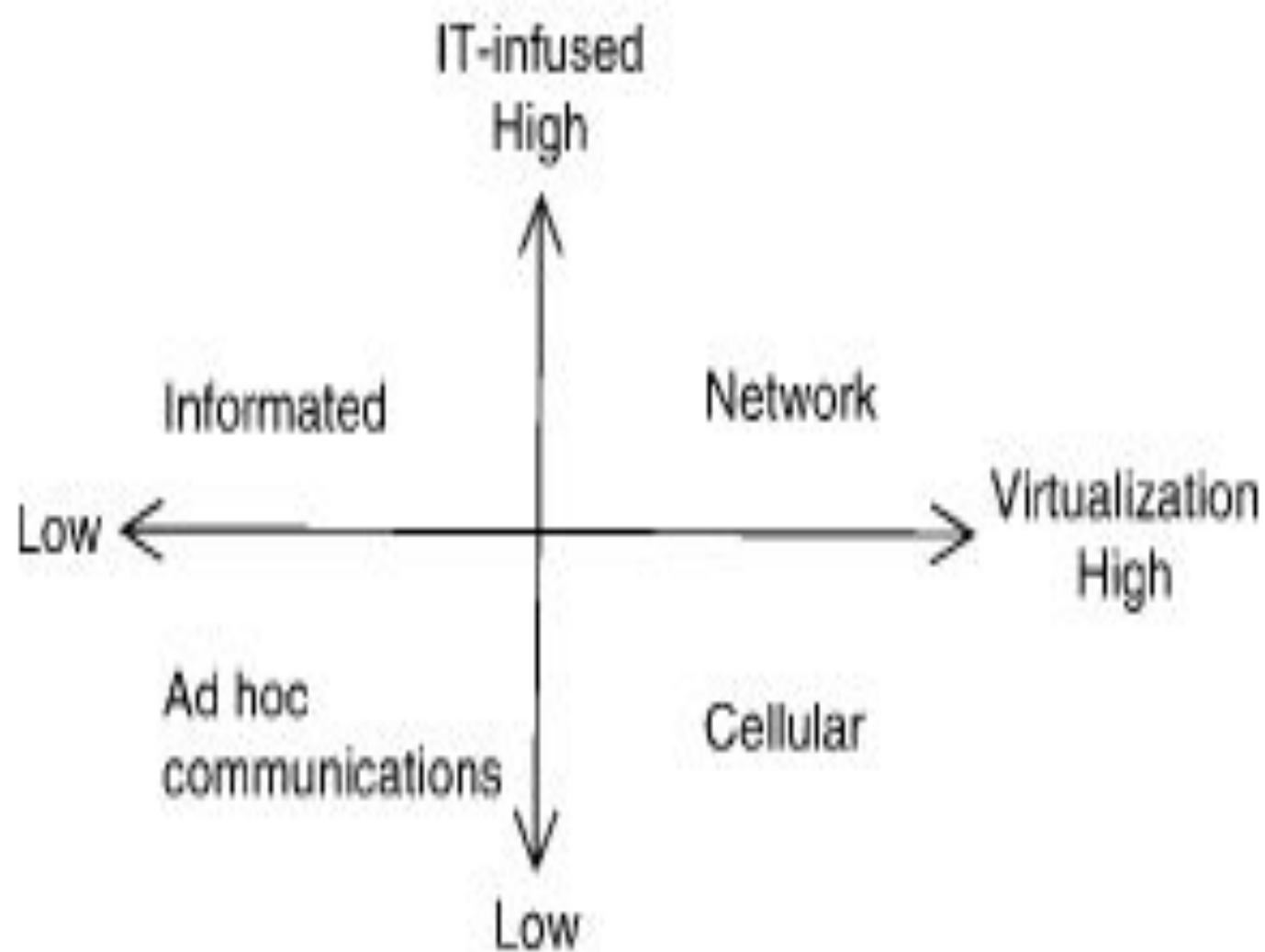
**Table 4.1** Fit among configuration, organizational complexity, environment, strategy, and goals

<b>Corresponding quadrant in organization design space</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	
<b>Organizational complexity</b>	Blob	Tall	Flat	Symmetric	
<b>Configuration</b>	Simple	Functional	Divisional	Matrix	
<b>Environment</b>	Calm	Varied	Locally stormy	Turbulent	
<b>Strategy types</b>	Reactor	Defender	Prospector	Analyzer with innovation	Analyzer without innovation
<b>Organizational goals</b>	Neither	Efficiency	Effectiveness	Efficiency and Effectiveness	





**Figure 5.1** The organizational design space of structures for spanning geography.



**Figure 5.2** Structures for managing knowledge exchange.

Optimal Sourcing  
High



5

International

Transnational

4

Low



1

2

3

4

5

Locally Responsive  
High



2

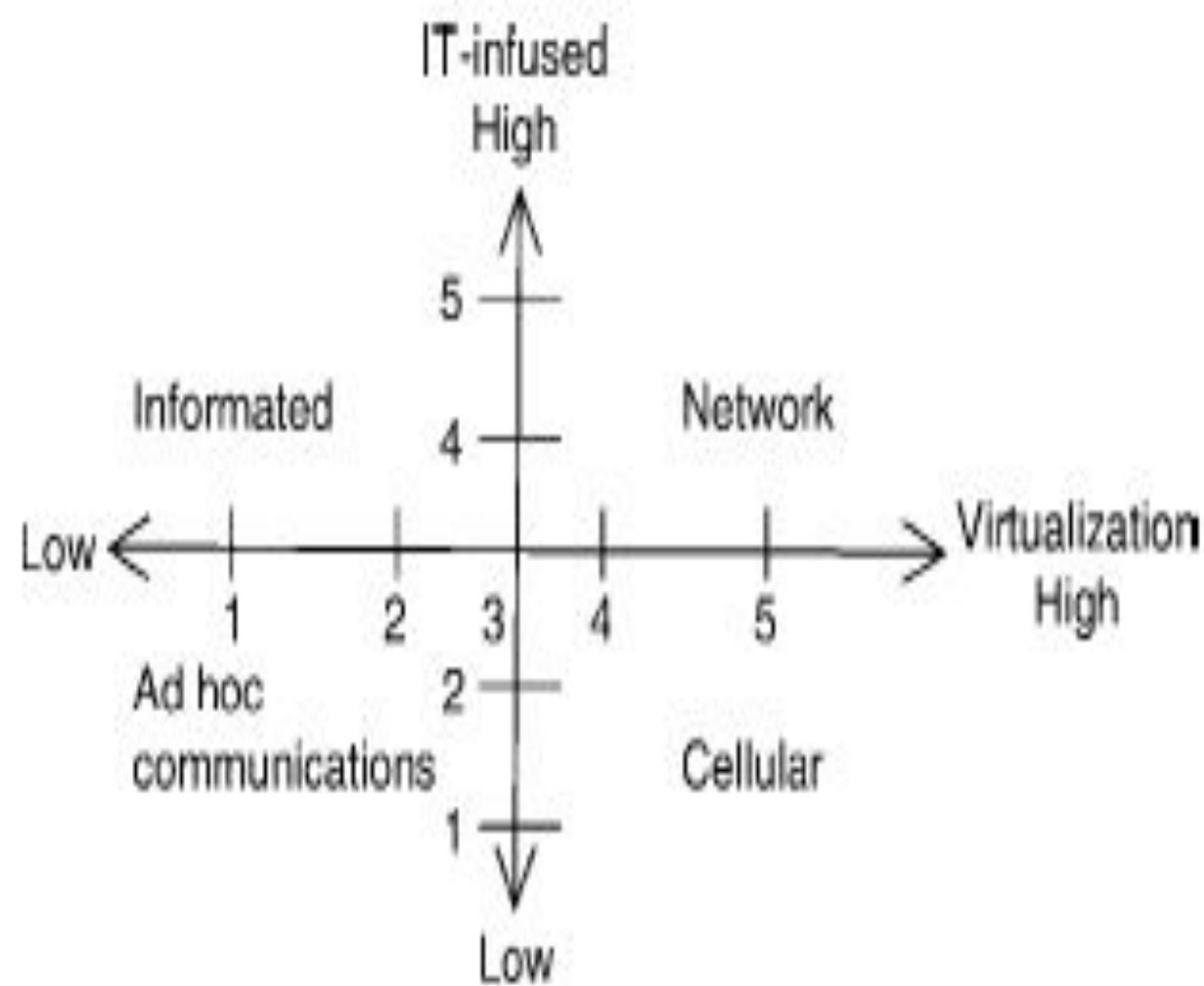
Global

Multi-domestic

1

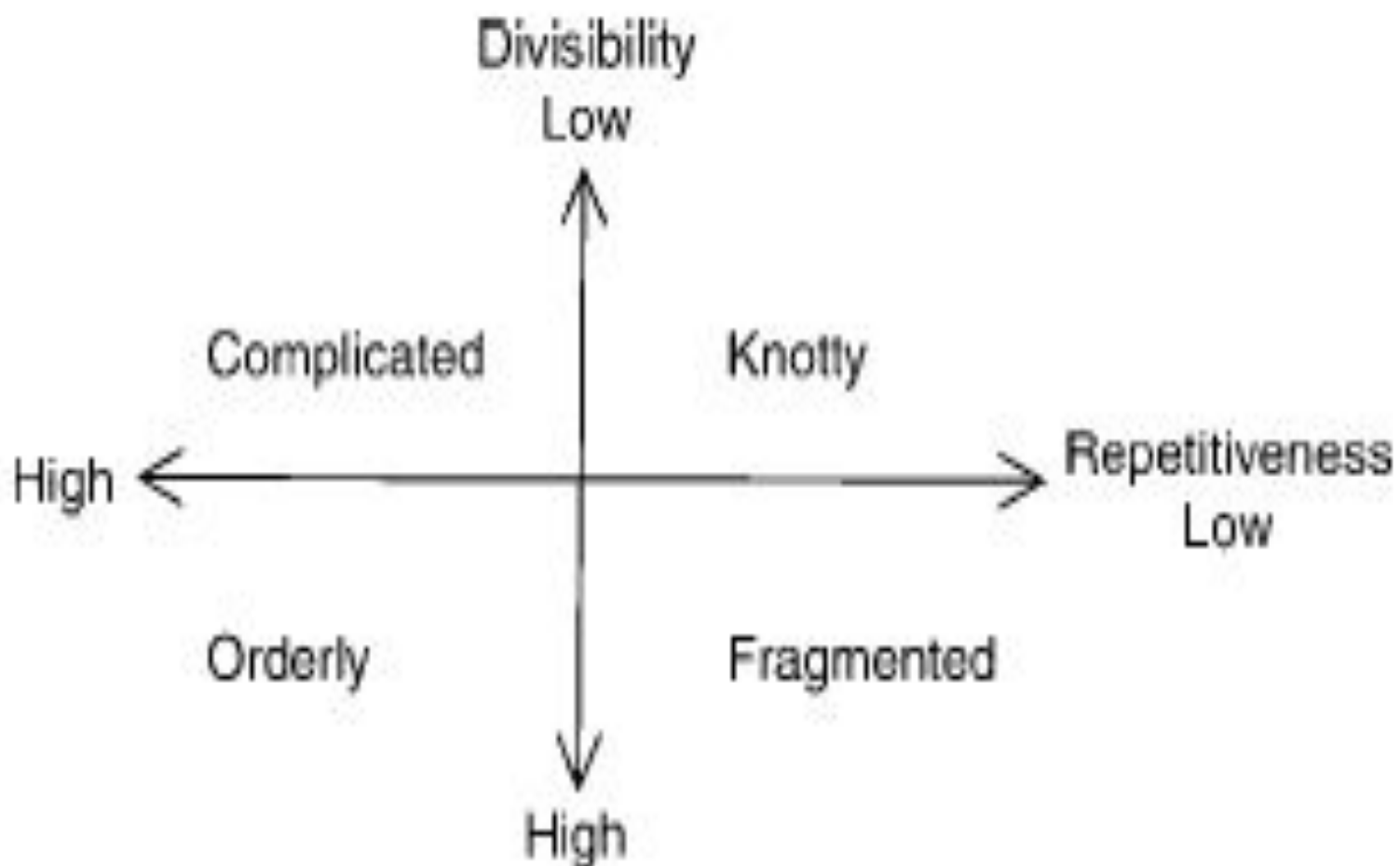


Low



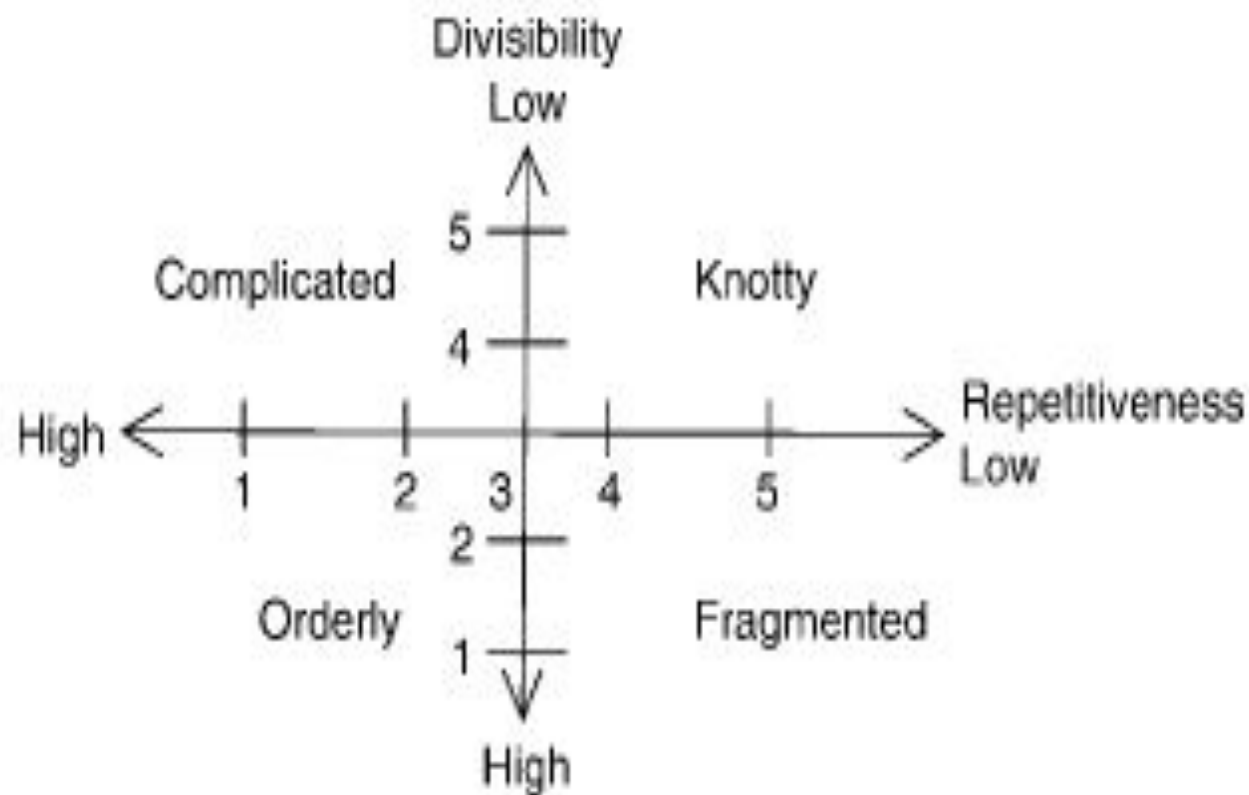
**Figure 5.4** Locate your organization in the knowledge exchange space by rating its degree of virtualization and IT-infusion.

<b>Corresponding quadrant in organizational design space</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	
<b>Knowledge exchange</b>	Ad hoc communications	Informed	Cellular	Network	
<b>Geographic distribution</b>	Global	International	Multi-domestic	Transnational	
<b>Complexity</b>	Blob	Tall	Flat	Symmetric	
<b>Configuration</b>	Simple	Functional	Divisional	Matrix	
<b>Environment</b>	Calm	Varied	Locally stormy	Turbulent	
<b>Strategy types</b>	Reactor	Defender	Prospector	Analyzer with innovation	Analyzer without innovation
<b>Organizational goals</b>	Neither	Efficiency	Effectiveness	Efficiency and Effectiveness	



**Figure 6.1** Task design space.

You can now locate your firm on the graph in Figure 6.2. What is the firm's task design?



**Figure 6.2** Locate your firm in the task design space.

**Table 6.1 Fit and misfit for task design**

<b>Corresponding quadrant in organizational design space</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	
<b>Task design</b>	Orderly	Complicated	Fragmented	Knotty	
<b>Knowledge exchange</b>	Ad hoc communications	Informed	Cellular	Network	
<b>Geographic distribution</b>	Global	International	Multi-domestic	Transnational	
<b>Complexity</b>	Blob	Tall	Flat	Symmetric	
<b>Configuration</b>	Simple	Functional	Divisional	Matrix	
<b>Environment</b>	Calm	Varied	Locally stormy	Turbulent	
<b>Strategy types</b>	Reactor	Defender	Prospector	Analyzer with innovation	Analyzer without innovation
<b>Organizational goals</b>	Neither	Efficiency	Effectiveness	Efficiency and Effectiveness	



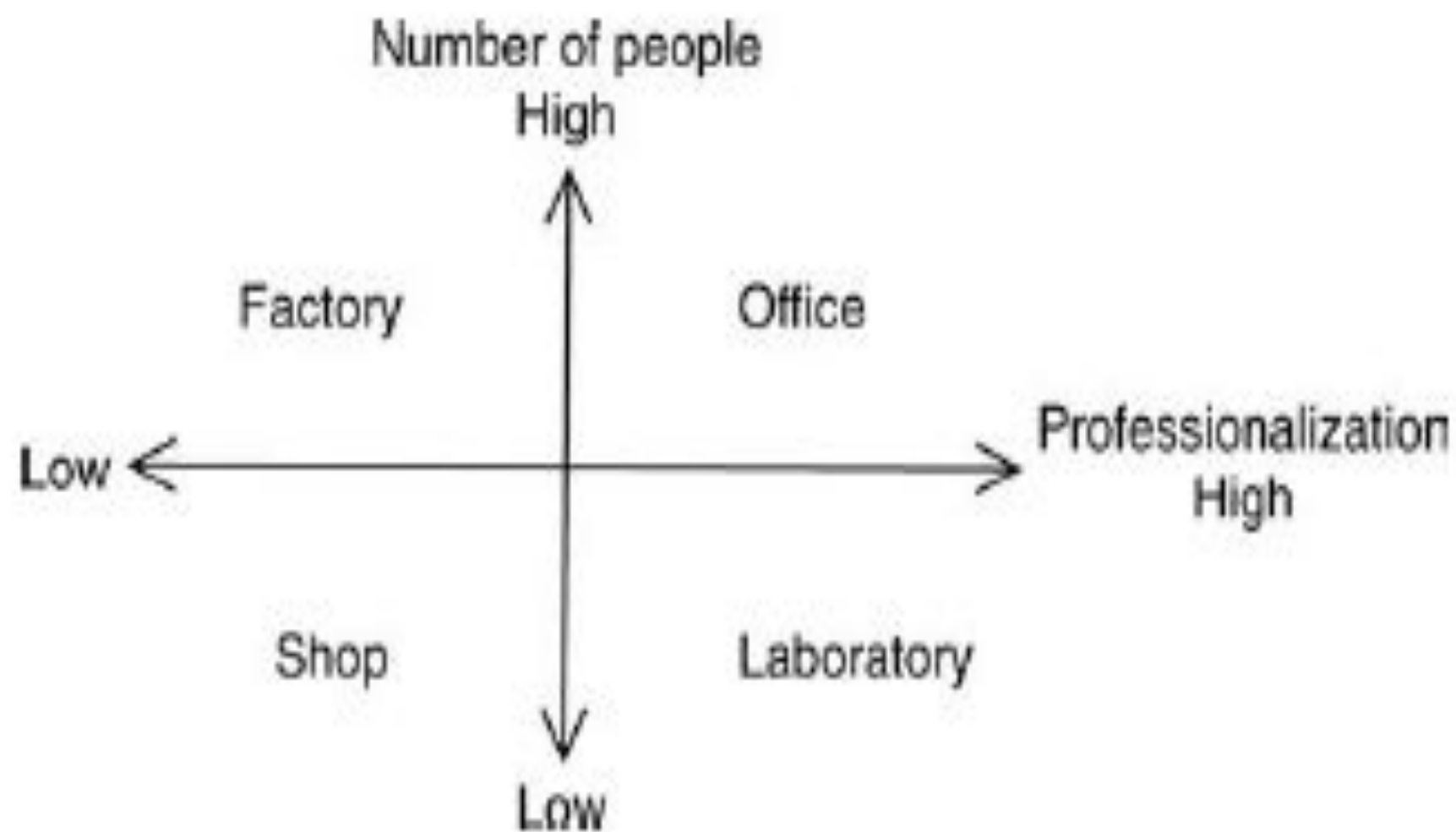


Figure 7.1 The people space.

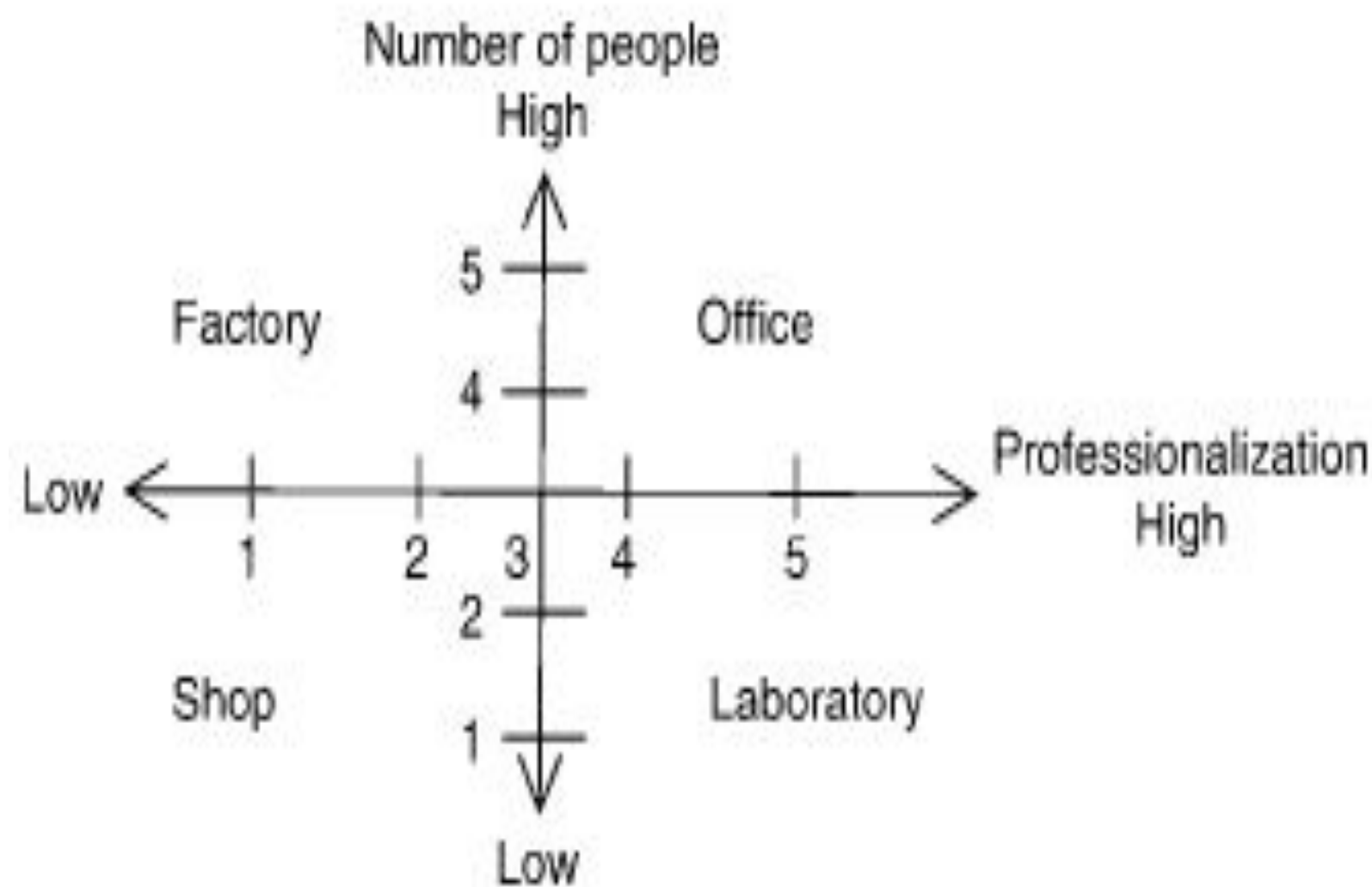
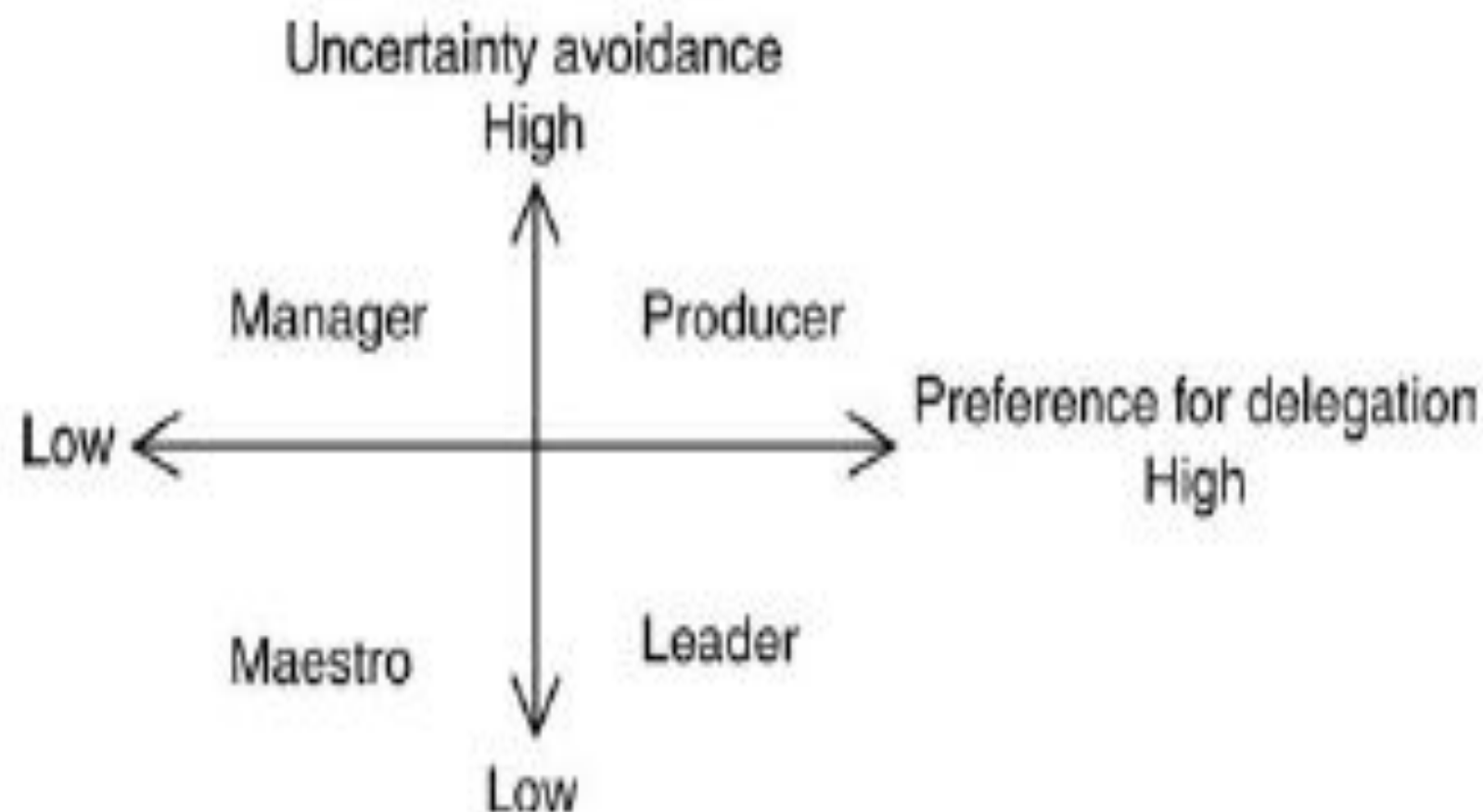


Figure 7.2 Locate your organization in the people space.

Corresponding quadrant in organizational design space	A	B	C	D	
People	Shop	Factory	Laboratory	Office	
Task design	Orderly	Complicated	Fragmented	Knotty	
Knowledge exchange	Ad hoc communications	Informed	Cellular	Network	
Geographic distribution	Global	International	Multi-domestic	Transnational	
Complexity	Blob	Tall	Flat	Symmetric	
Configuration	Simple	Functional	Divisional	Matrix	
Environment	Calm	Varied	Locally stormy	Turbulent	
Strategy types	Reactor	Defender	Prospector	Analyzer with innovation	Analyzer without innovation
Organizational goals	Neither	Efficiency	Effectiveness	Efficiency and Effectiveness	

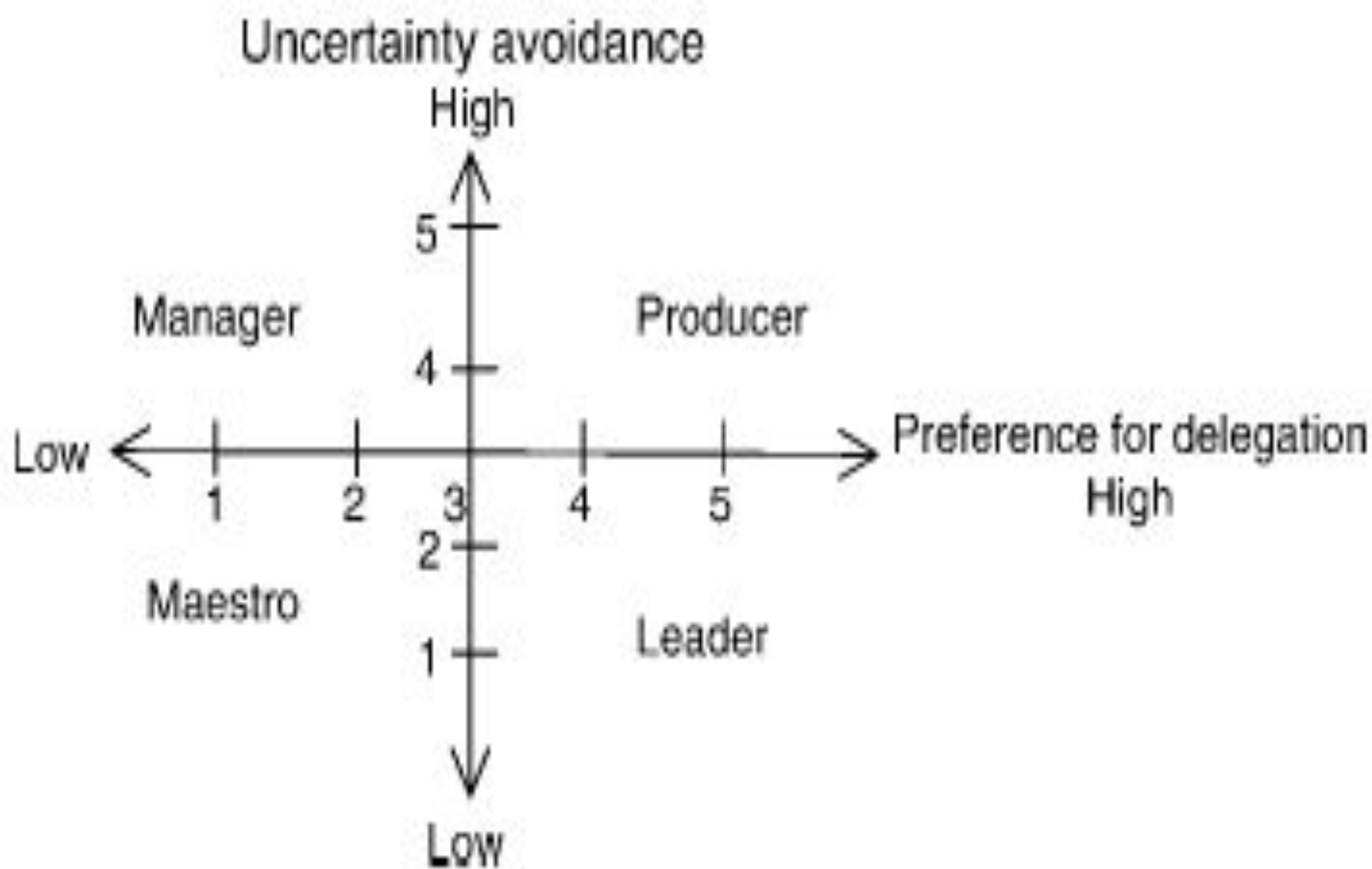


**Figure 8.1** The leadership style space.

	HIGH TENSION (Unpleasant emotions)		
LOW READINESS TO CHANGE (Low activation emotions)	INTERNAL PROCESS CLIMATE disappointed tranquil quiet shameful fatigued	RATIONAL GOAL CLIMATE gloomy distressed anxious angry	HIGH READINESS TO CHANGE (High activation emotions)
	GROUP CLIMATE calm comforted relaxed	DEVELOPMENTAL CLIMATE enthusiastic excited happy pleased	
	LOW TENSION (Pleasant emotions)		

Source: Håkonsson et al. (2008b), based on Burton and Obel (2004), and Huy (2002)

**Figure 8.2** Categorization of organizational climate and its effect upon emotions.



**Figure 8.3** Locate your organization's leadership style.

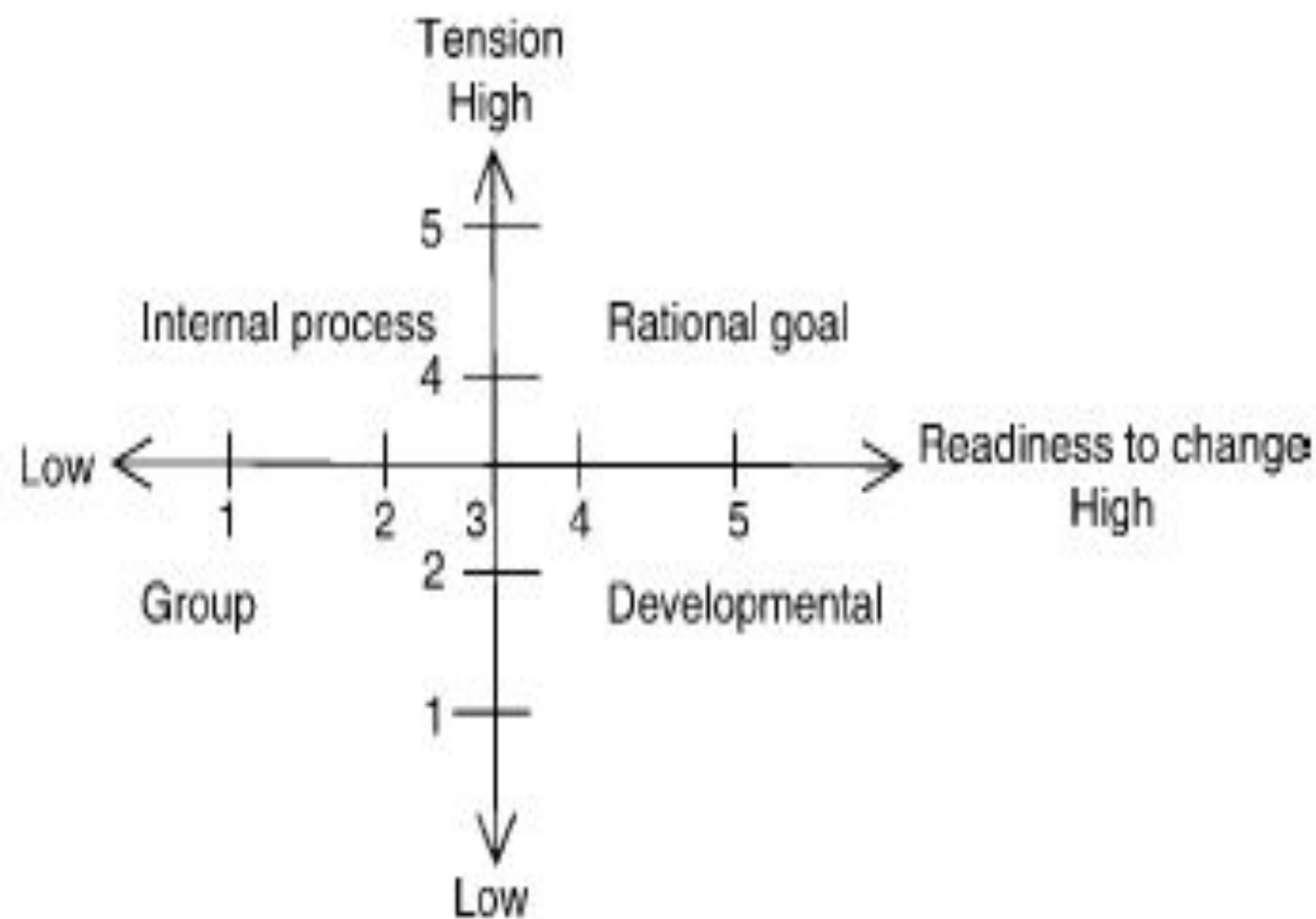
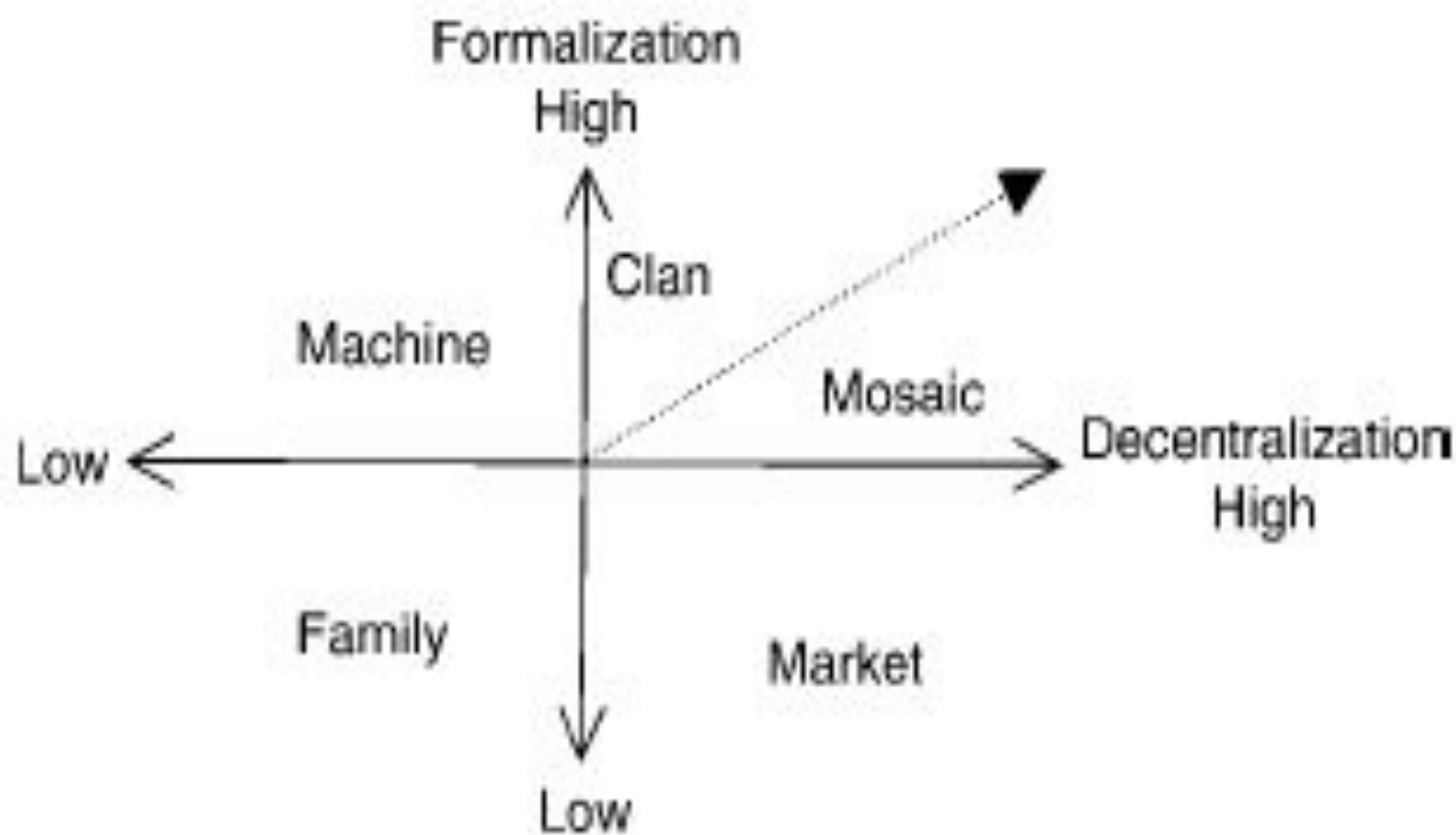


Figure 8.4 Locate your firm in the organizational climate space.

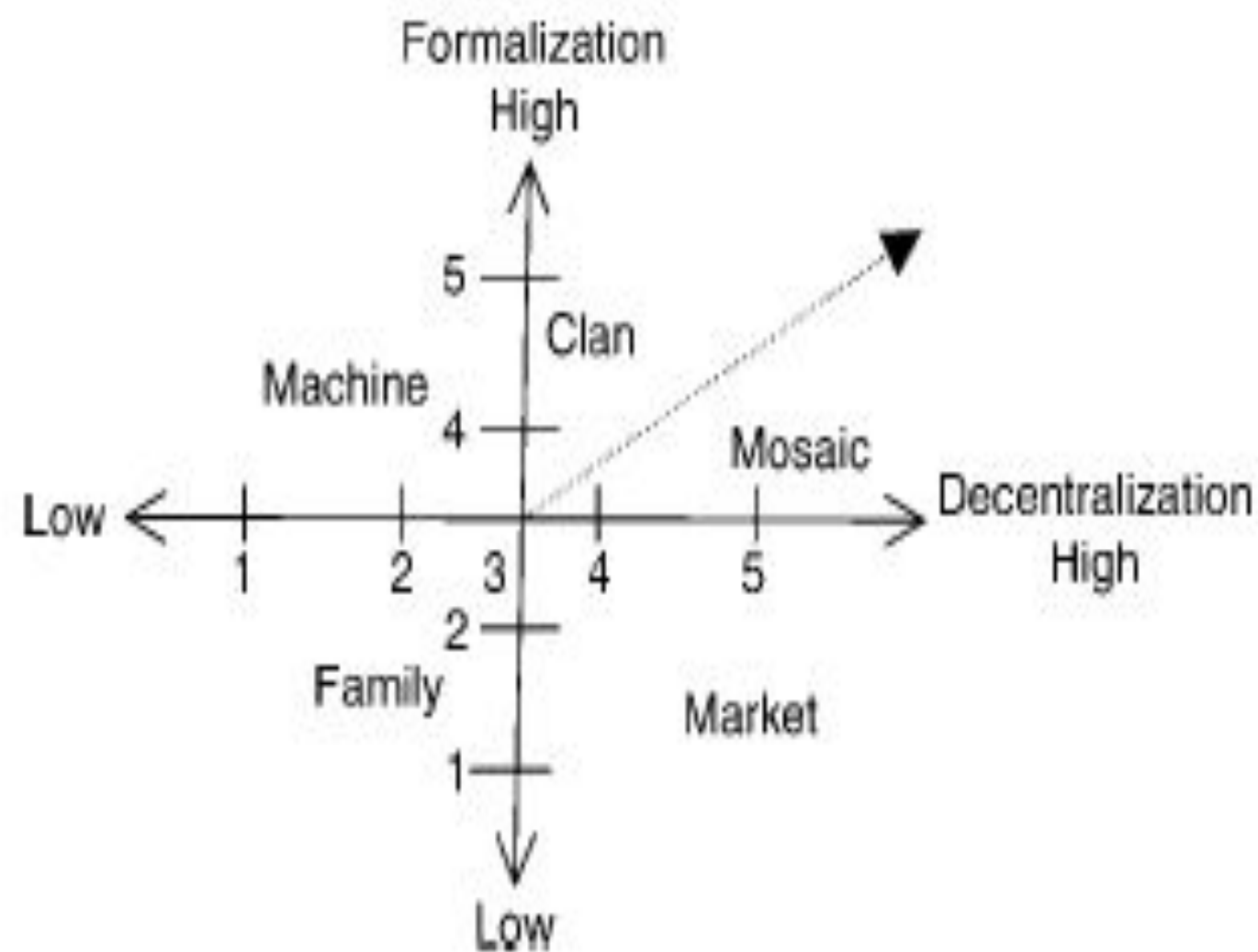


Corresponding quadrant in organizational design space	A	B	C	D	
Organizational climate	Group	Internal process	Developmental	Rational goal	
Leadership style	Maestro	Manager	Leader	Producer	
People	Shop	Factory	Laboratory	Office	
Task design	Orderly	Complicated	Fragmented	Knotty	
Knowledge exchange	Ad hoc communications	Informed	Cellular	Network	
Geographic distribution	Global	International	Multi-domestic	Transnational	
Organizational complexity	Blob	Tall	Flat	Symmetric	
Configuration	Simple	Functional	Divisional	Matrix	
Environment	Calm	Varied	Locally stormy	Turbulent	
Strategy types	Reactor	Defender	Prospector	Analyzer with innovation	Analyzer without innovation
Organizational goals	Neither	Efficiency	Effectiveness	Efficiency and Effectiveness	



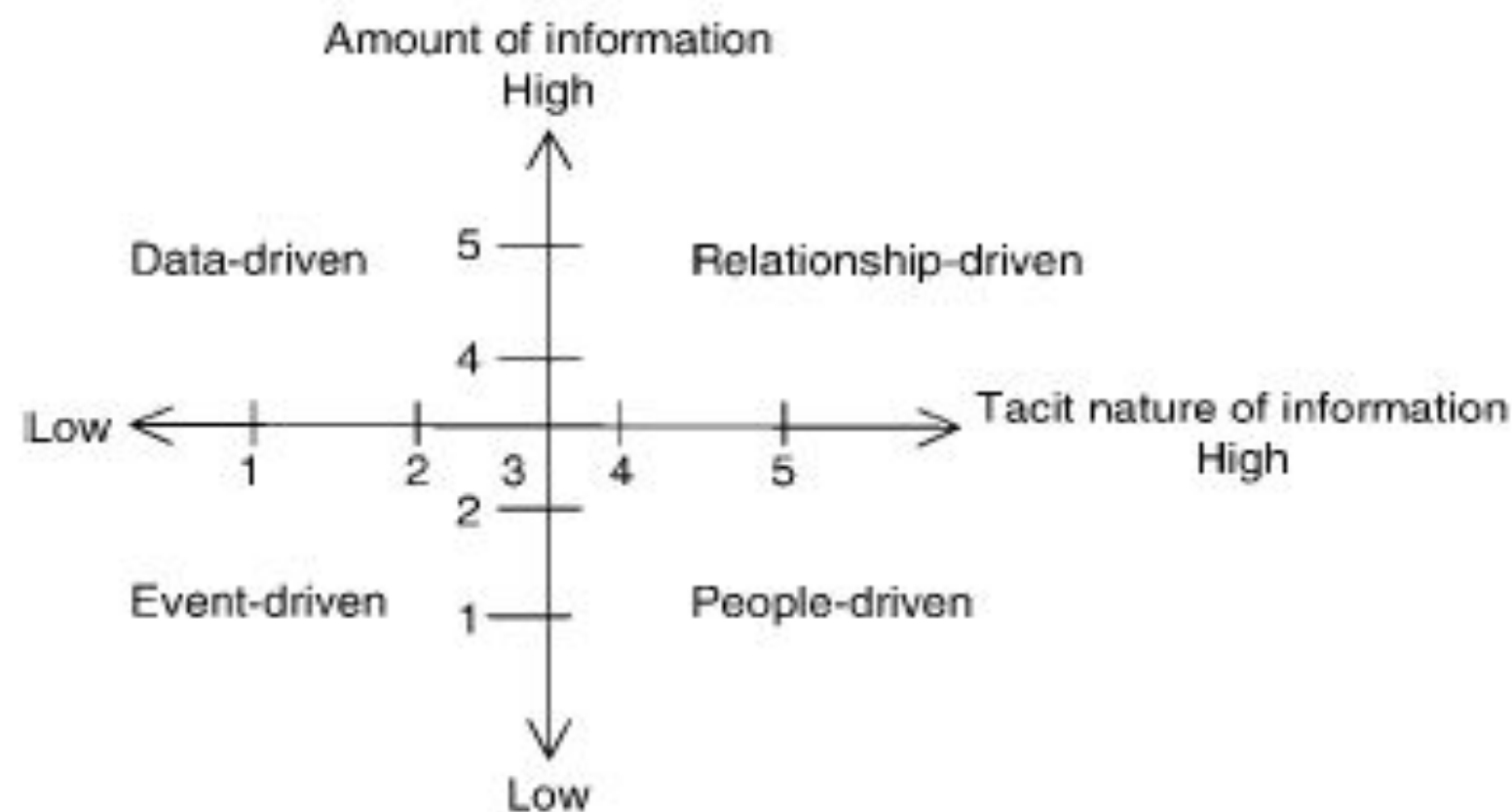


**Figure 9.1** Coordination and control space.



**Figure 9.3** Locate your organization in the coordination and control space.

identify its information systems design model: event-driven, data-driven, people-driven, or relationship-driven. To begin, answer the diagnostic questions below.



**Figure 9.4** Locate your chosen organization in the information systems space.

**Table 9.1 Fit and misfit to include coordination, control, and information systems**

<b>Corresponding quadrant in organizational design space</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	
<b>Information systems</b>	Event-driven	Data-driven	People-driven	Relationship-driven	
<b>Coordination and control</b>	Family	Machine	Market	Clan/Mosaic	
<b>Climate</b>	Group	Internal process	Developmental	Rational goal	
<b>Leadership</b>	Maestro	Manager	Leader	Producer	
<b>People</b>	Shop	Factory	Laboratory	Office	
<b>Task design</b>	Orderly	Complicated	Fragmented	Knotty	
<b>Knowledge exchange</b>	Ad hoc communications	Informed	Cellular	Network	
<b>Geographic distribution</b>	Global	International	Multi-domestic	Transnational	
<b>Organizational complexity</b>	Blob	Tall	Flat	Symmetric	
<b>Configuration</b>	Simple	Functional	Divisional	Matrix	
<b>Environment</b>	Calm	Varied	Locally stormy	Turbulent	
<b>Strategy types</b>	Reactor	Defender	Prospector	Analyzer with innovation	Analyzer without innovation
<b>Organizational goals</b>	Neither	Efficiency	Effectiveness	Efficiency and Effectiveness	



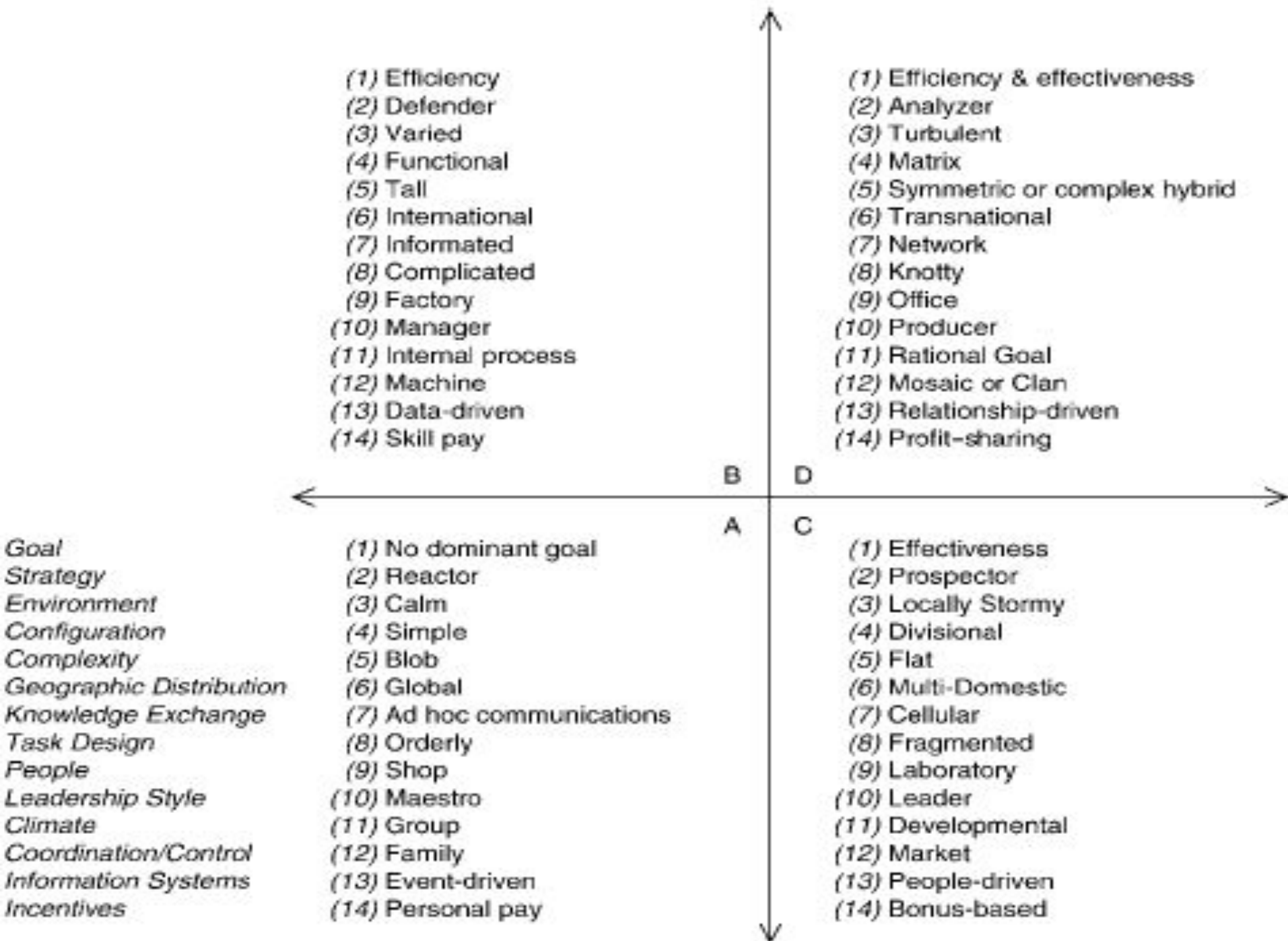
**Figure 10.1** The incentive system design space.



**Figure 10.2** Locate your organization in the incentive scheme design space.



<b>Organizational design space</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	
<b>Incentives</b>	Personal pay	Skill pay	Bonus-based	Profit-sharing	
<b>Information systems</b>	Event-driven	Data-driven	People-driven	Relationship-driven	
<b>Coordination and control</b>	Family	Machine	Market	Clan/Mosaic	
<b>Organizational climate</b>	Group	Internal process	Developmental	Rational goal	
<b>Leadership</b>	Maestro	Manager	Leader	Producer	
<b>People</b>	Shop	Factory	Laboratory	Office	
<b>Task design</b>	Orderly	Complicated	Fragmented	Knotty	
<b>Knowledge exchange</b>	Ad hoc communications	Informed	Cellular	Network	
<b>Geographic distribution</b>	Global	International	Multi-domestic	Transnational	
<b>Organizational complexity</b>	Blob	Tall	Flat	Symmetric	
<b>Configuration</b>	Simple	Functional	Divisional	Matrix	
<b>Environment</b>	Calm	Varied	Locally stormy	Turbulent	
<b>Strategy types</b>	Reactor	Defender	Prospector	Analyzer with innovation	Analyzer without innovation





**Table 11.2** Examples of internal, external, and combined sources of organizational design misfits (modified from Burton and Obel, 2004, p. 395)

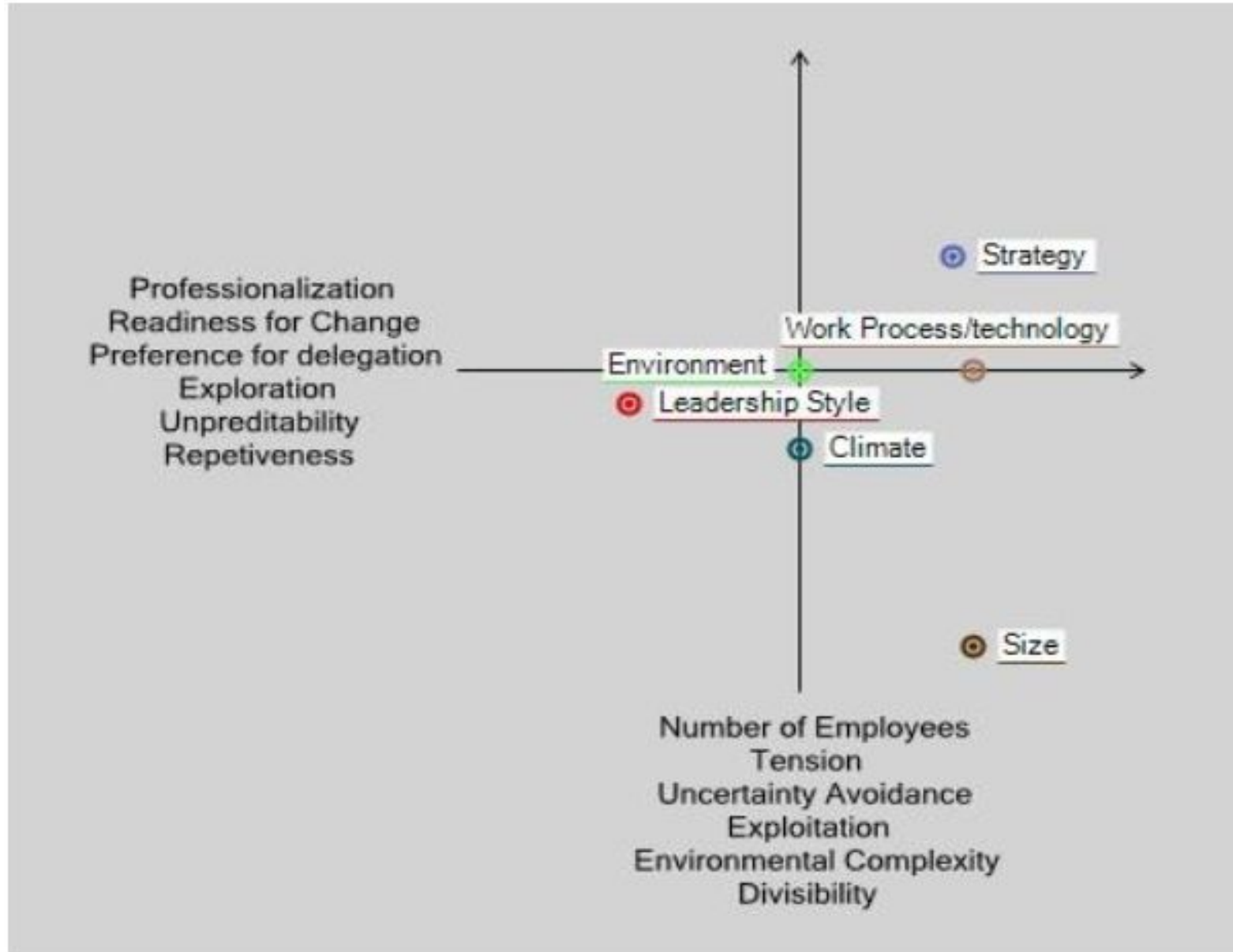
Internal: Misfits created through managerial action	Combined Internal & External	External: Misfits created from environment sources
<ul style="list-style-type: none"> <li>• A change in organizational strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Management tries to improve the organizational climate, but despite efforts to increase trust and morale, tension remains high due to uncertainty in the industry</li> </ul>	<ul style="list-style-type: none"> <li>• Competitors introduce new, unanticipated products or services, so that the environment is no longer calm</li> </ul>
<ul style="list-style-type: none"> <li>• A divisional structure is consolidated into a matrix structure</li> </ul>	<ul style="list-style-type: none"> <li>• The incentive system in an international locale is changed to bonus-based, but employees perceive the new system to be unfair given the nature of their local culture</li> </ul>	<ul style="list-style-type: none"> <li>• The government imposes new regulations requiring more stringent control systems</li> </ul>
<ul style="list-style-type: none"> <li>• Separate multi-domestic units are consolidated into an international design</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge exchange systems designed on a people-driven model become obsolete as customers presume systems are relationship-based</li> </ul>	<ul style="list-style-type: none"> <li>• The government forms new trade agreements that open up new market opportunities</li> </ul>

<ul style="list-style-type: none"><li>• Promotion or hiring brings about a new leadership style</li></ul>		<ul style="list-style-type: none"><li>• Political conditions become highly turbulent and unusually difficult to forecast</li></ul>
<ul style="list-style-type: none"><li>• A large number of employees are laid off, changing the people dimension</li></ul>		<ul style="list-style-type: none"><li>• Terrorist activities create an environment turbulence for which there are few or no plans</li></ul>
<ul style="list-style-type: none"><li>• Employees neglect continued skill development, thus decreasing their professionalization over time</li></ul>		<ul style="list-style-type: none"><li>• Public pressure creates a strong focus on safety for employees and for the environment</li></ul>

Table 11.2 (cont.)

Internal: Misfits created through managerial action	Combined Internal & External	External: Misfits created from environment sources
<ul style="list-style-type: none"> <li>Formalization is increased to move from a family governance approach to a more disciplined machine approach</li> </ul>		<ul style="list-style-type: none"> <li>Corporate social responsibility becomes a constraint, but can open up new opportunities for efficiency</li> </ul>
		<ul style="list-style-type: none"> <li>The 2008 financial crisis leads to new regulatory restrictions</li> </ul>
<ul style="list-style-type: none"> <li>The organization merges with a firm that is quite different in structure, process, and people</li> </ul>		<ul style="list-style-type: none"> <li>All of the above change the risk profile of your firm</li> </ul>

# Работа с программой ORGCON





Каждый квадрант соответствует стратегическому типу (Exploration; Exploitation):

(1;1) – I квадрант – анализатор;

(-1;1) – II квадрант – защитник;

(-1;-1) – III квадрант – реактор;

(1;-1) – IV квадрант – проспектор.