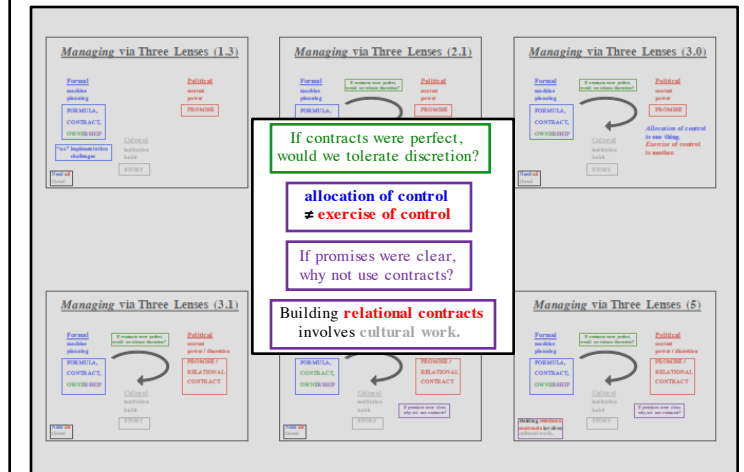


Framework 2: *Managing via 3 Lenses*



Three Lenses on Org. Processes

Design

Organizations are machines

An organization is a mechanical system crafted to achieve a defined goal. Parts must fit well together and match the demands of the environment.

Action comes through planning.

Political

Organizations are contests

An organization is a social system encompassing diverse, and sometimes contradictory, interests and goals. Competition for resources is expected.

Action comes through power.

Cultural

Organizations are institutions

An organization is a symbolic system of meanings, artifacts, values, and routines. Informal norms and traditions exert a strong influence on behavior.

Action comes through habit.

Need all three!

Ancona et. al. 99

Managing via Three Lenses (1.0)

Formal
machine
planning

FORMULA,

Political
contest
power

PROMISE

Cultural
institution
habit

STORY

Need all three!

- Can't have two views of a formula
- Might have two views of a promise
- Then need "cultural" work towards shared understanding

One economist's view of part of grey!

Managing via Three Lenses (1.1)

Formal
machine
planning

FORMULA,
CONTRACT

Political
contest
power

PROMISE

Cultural
institution
habit

STORY

Need all
three!

Managing via Three Lenses (1.2)

Formal
machine
planning

FORMULA,
CONTRACT,
OWNERSHIP

Political
contest
power

PROMISE

Cultural
institution
habit

STORY

Need all
three!

Managing via Three Lenses (1.3)

Formal
machine
planning

FORMULA,
CONTRACT,
OWNERSHIP

'no" implementation
challenges

Political
contest
power

PROMISE

Cultural
institution
habit

STORY

Need all
three!

Managing via Three Lenses (2.0)

Formal
machine
planning

FORMULA,
CONTRACT,
OWNERSHIP

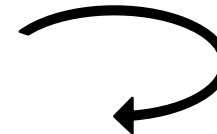
Political
contest
power

PROMISE

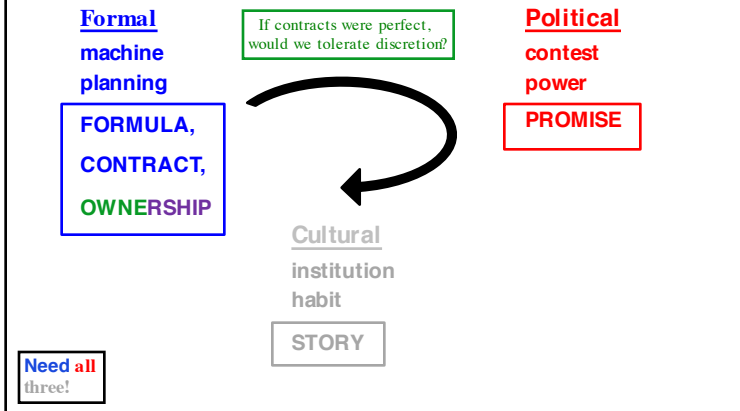
Cultural
institution
habit

STORY

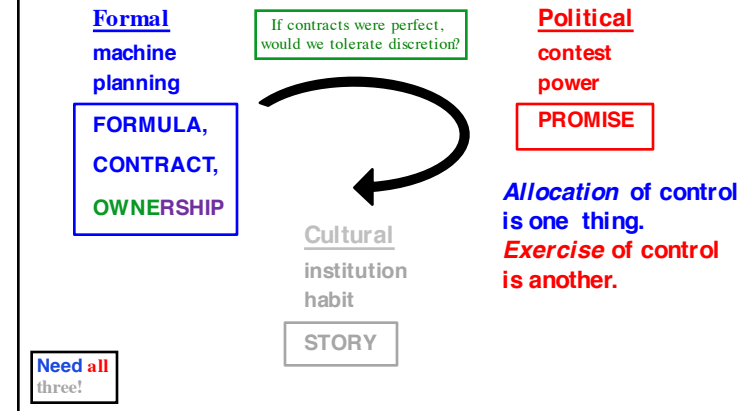
Need all
three!



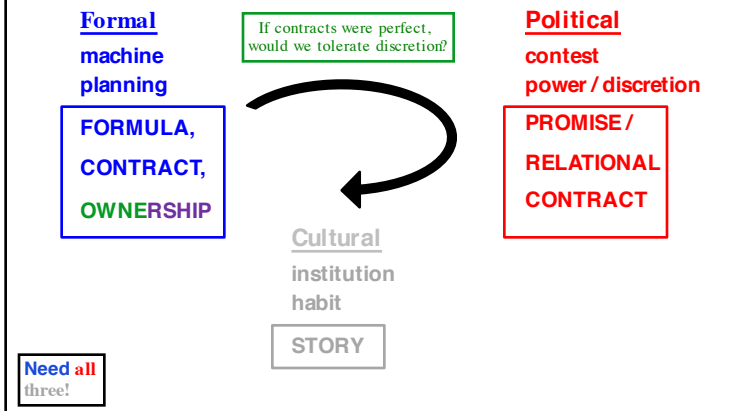
Managing via Three Lenses (2.1)



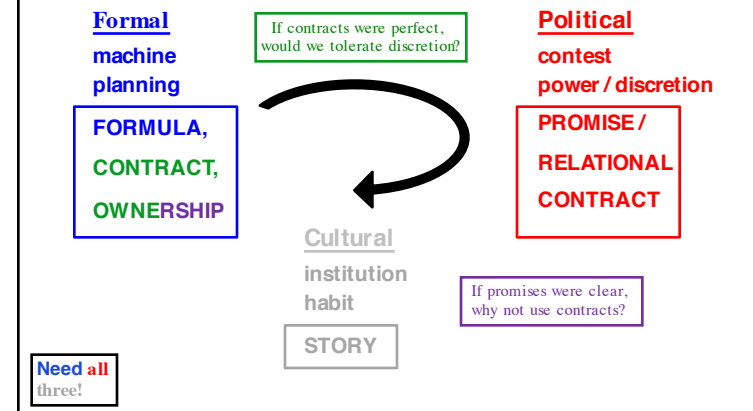
Managing via Three Lenses (3.0)



Managing via Three Lenses (3.1)



Managing via Three Lenses (4)



Managing via Three Lenses (5)

