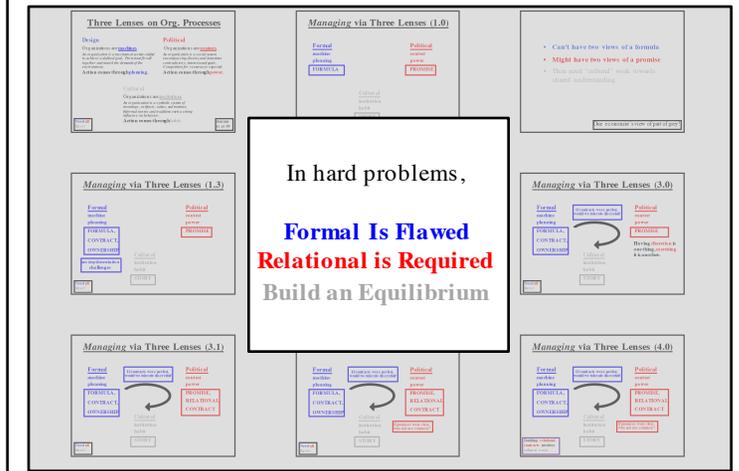
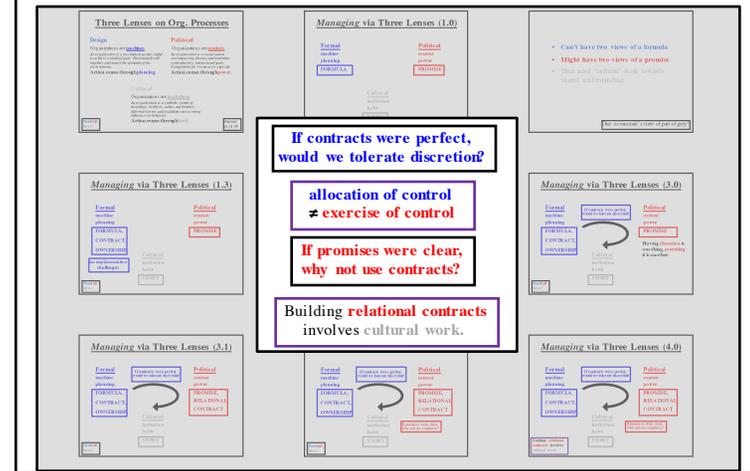


Framework 2: *Managing via 3 Lenses*



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!

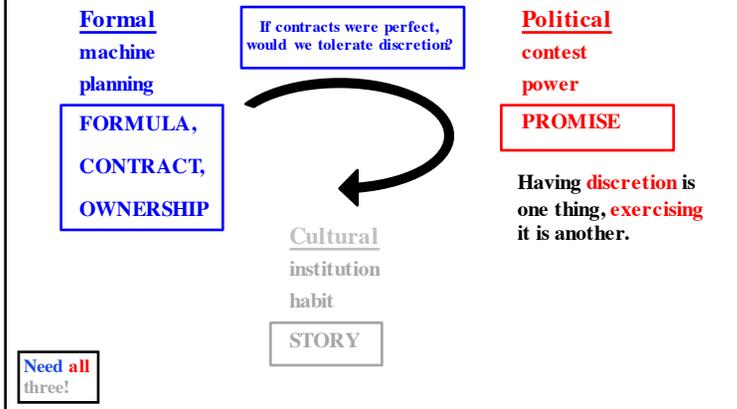
Managing via Three Lenses (2.0)



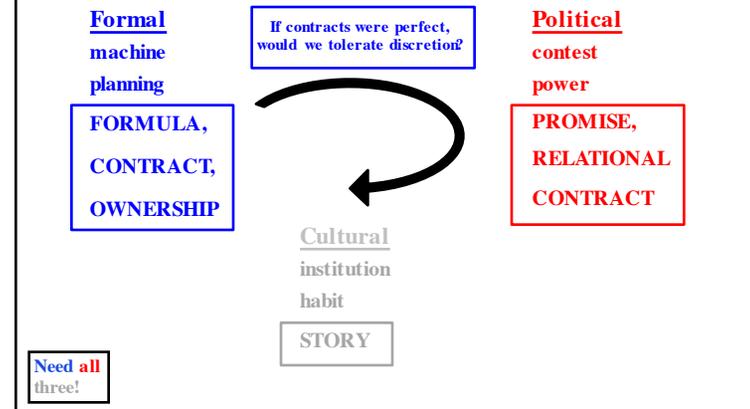
Managing via Three Lenses (2.1)



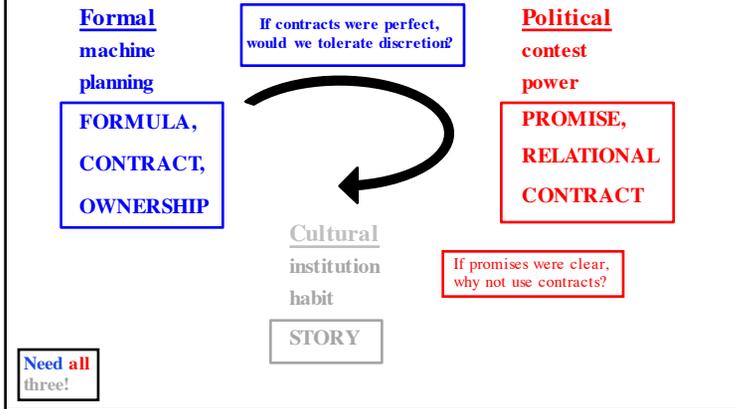
Managing via Three Lenses (3.0)



Managing via Three Lenses (3.1)



Managing via Three Lenses (3.2)



Managing via Three Lenses (4.0)

