THE STRUCTURING OF ORGANIZATIONS

A Synthesis of the Research

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OO

Prentice-Hall International, Inc.

To Tutyi
... beyond Adhocracy
(but still in the studio)

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Preface

The Structuring of Organizations

I write first of all for myself. That is how I learn. As noted in the preceding Foreword to the Series, I wrote this book because I was interested in how organizations form their strategies, and thought I first had to learn how they structure themselves. So I set out to collect as much of the relevant literature as I practically could, and then to develop it into an explanation of the structuring of organizations.

That proved to be no easy task. Linearity is what makes all writing so difficult. This book contains about 175,000 words laid end to end in a single linear sequence. But the world is not linear, especially the world of organizational structuring. It intermingles all kinds of complex flows—parallel, circular, reciprocal.

I began with two full boxes, containing over 200 articles and book extracts. Were this to have been a traditional "textbook," I would simply have reviewed the literature, grouping the articles in some sort of clusters ("schools of thought"), and then recounting what each had to say, without a great deal of attention to the inconsistencies. But my intention was not to write a textbook—at least not in the usual sense of the term—nor to review the literature. I was here to answer a question: how do organizations structure themselves? And so I had to extract whatever bits and pieces seemed useful in each article and book, and then weld them all together into a single integrated answer. In other words, it was *synthesis* I was after, specifically synthesis of the literature that describes what organizations really do—the literature based on empirical research.