Matrix Organization

MANAGING INFORMATION TECHNOLOGIES

DONALD RALPH KINGDON

Foreword by Eric L. Trist

LONDON: TAVISTOCK

ASSEN: VAN GORCUM

Contents

	Ġ.
	page
FOREWORD BY ERIC L. TRIST	xi
PREFACE	xvii
1 TURBULENT ORGANIZATIONAL ENVIRONMENTS	1
The next decade	. 1
Increasing environmental complexity Organizational structure and environment	6
Modes of adaptation	13
Principles of organizational design	16
The matrix organizational design	17
Mixed design principles	17
Project management and the matrix organization	19
Understanding the matrix organizational form	21
Controlling the matrix organizational form	26
2 HIERARCHY MEETS TECHNOLOGY	30
Hierarchical and complementary organizational	
structures	30
Choice of basic design principle	31
Organization as an authority hierarchy	33
The concept of organizational management from	
economic theory	33
Strengths and weaknesses of the concept of	
organizational management	37
Organization as a system of technology	39

viii Contents

		page
	The organic concept of organization and philosophy	
	of management	47
	The sociotechnical concept of organization	52
	Strengths and weaknesses of systems concepts of	
	organization	55
	The mixed or matrix organizational form	57
	Technological complexity and the matrix form	57
	The new relationship	60
	The complementary principle of relationship	61
3	THE DEVELOPMENT OF SELF-REGULATING	
	WORK GROUPS	63
1	Participation in complementary relationships	63
	Group development	67
	Individual inclusion	68
	Interpersonal conflict	69
	Theory of group development	72
	A simplified model of group development	80
	Organizational culture	81
	The value of openness	83
4	A HOLISTIC CONCEPT OF ORGANIZATIONAL	
	DEVELOPMENT	85
	Integrating hierarchy and technology	85
	Organizational differentiation and integration	87
	Sociotechnical organizational development and growth:	
	a gestalt	89
	Organizational goals, processes, and behavior:	
	a synthesis	92
	A sociotechnical model of organizational development	94
	The matrix management system	103
5	A HOLISTIC APPROACH TO ORGANIZATIONAL	
	DEVELOPMENT	105
	Study of organizational segregation	105
	The danger: passing adaptation	107

Contents ix

		page
	Action research in organizational segregation: active	100
	adaptation	108
	The client system	109
	Dissociation: the bat cave	113
	Segmentation: the job shop	135
	Joint problem-solving at various organizational levels	143
	Fragmentation: the technical ecology trap	149
	Mediating hierarchy and technology	152
	Interpretations of the research	155
6 т	HE IMMEDIATE FUTURE OF COMPLEX	
C	DRGANIZATIONS	159
	The danger of regression	159
	Complexity and overrun	160
	Overrun and the matrix organizational form	161
	A human response to complexity: projection of blame	165
	A human promise of complexity: democracy	167
	Complexity and the growing danger of regression	169
AP	PENDICES	
I	Complementary Principle of Relationship: Interdependent or Joint Problem-solving Behavior (AB)X	172
II	Intermediary Roles of the Third (C) in a Problem-solving Relationship	175
Ш	The Investigator and his Methodology	179
IV	Interpersonal Perception Instrument	193
V	Factors in the Relationship between Engineers and Programmers	205
VI	Comparison of First- and Second-level Perceptions	208
REI	FERENCES	212
NA	ME INDEX	219
SUI	BJECT INDEX	221