

# Organisation als strategischer Erfolgsfaktor

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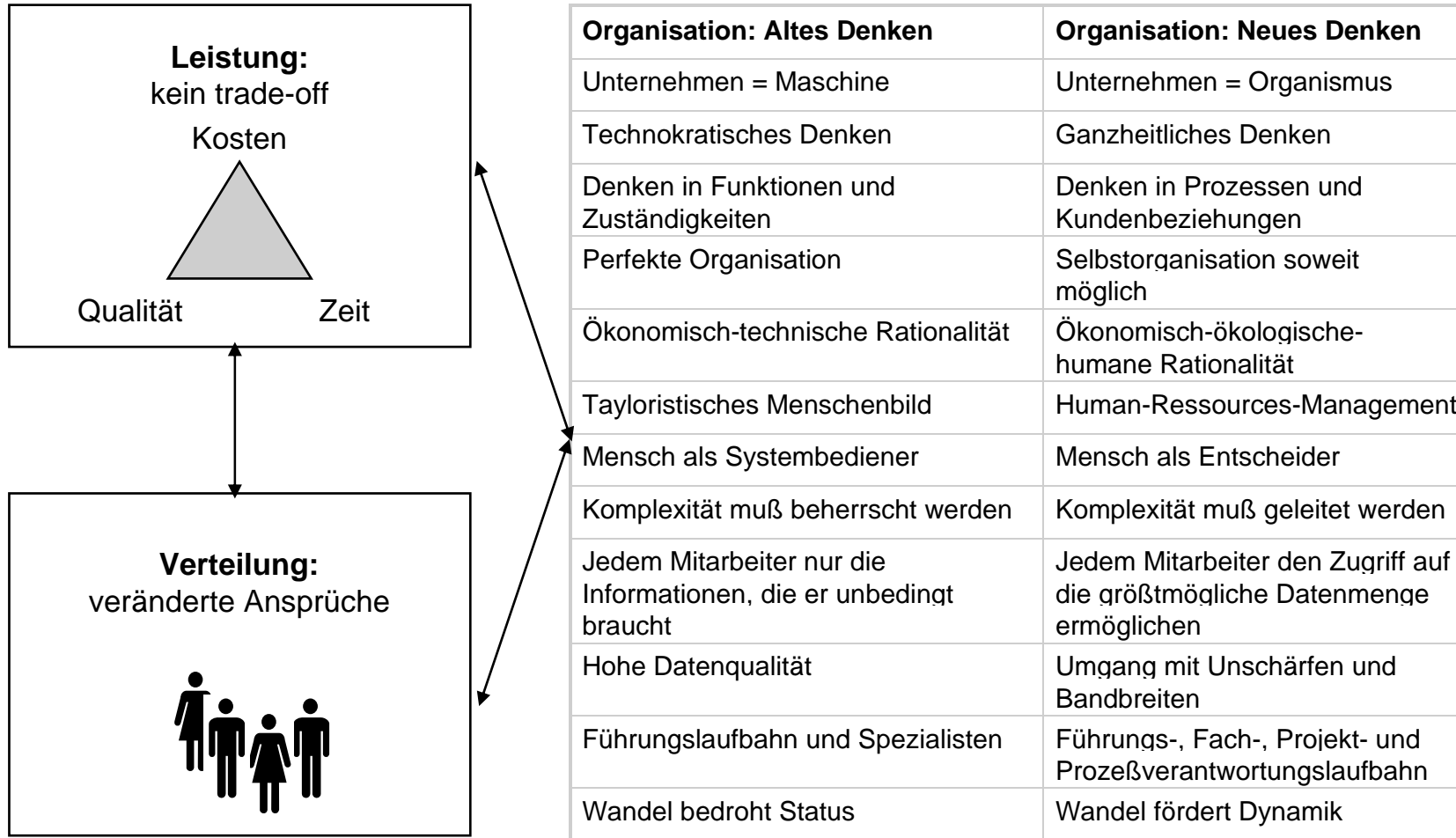
Von  
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## Organization ist ein Erfolgsfaktor in modernen Management-Konzepten

Anthropocentric Manufacturing Systems. Globalisation. Information technology. Total Quality. Benchmarking. Best practices. Customer focused. Flexible manufacturing. Value creation. **Core competence**. Competitive advantage. Strategic alliances. Partnering. Outsourcing. Networks. Time-based competition. Continuous improvement. Computer-aided design. Computer-aided Engineering. Computer-aided manufacturing. Computer-integrated manufacturing. Cross-functional teams. Downsizing. Rightsizing. Flattening. Revitalisation. Restructuring. **Reengineering**. Organisational transformation. Business process redesign. Mission statements. Organisation as orchestras. The new organisation. The information based organisation. The knowledge-intensive organisation. **The lean organisation**. The network organisation. The learning organisation. The self-designing organisation. The informed organisation. The cluster organisation. The adaptive organisation. The hybrid organisation. The post-entrepreneurial organisation. The post-industrial organisation. The transnational organisation. Knowledge workers. Empowerment. Pay-for-performance. Diversity. Entrepreneurs. Intrapreneurs. Kaizen. JIT. TPM. **TQM**. Management by Chaos, The Virtual Corporation. e-commerce. e-management. e-heartattack. etc

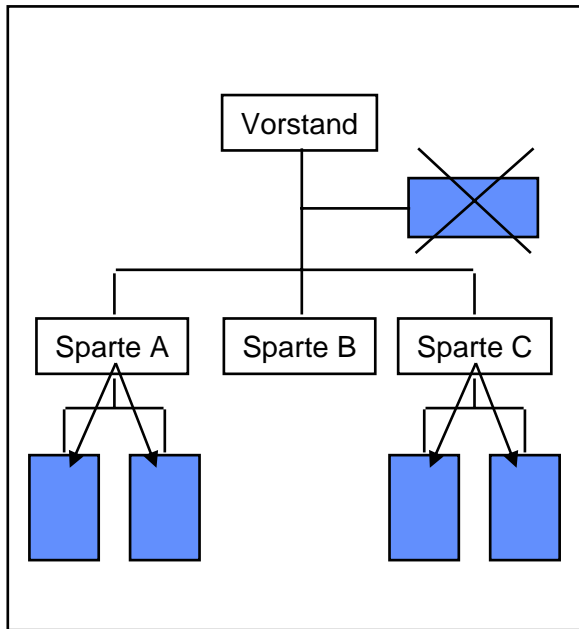
➔ Modewellen: Was ist Signal, was nur Rauschen?

# Der Anspruch: Anpassung der Organisation an veränderte Leistungs- und Verteilungsansprüche durch neues Denken



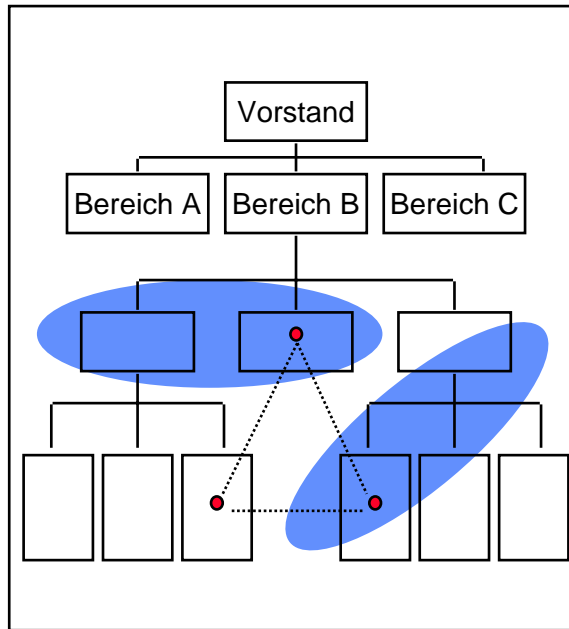
# Instrumente organisatorischer Neuausrichtung (1)

Mehr Dezentralisierung, Geschäftssegmentierung, Profitcenter



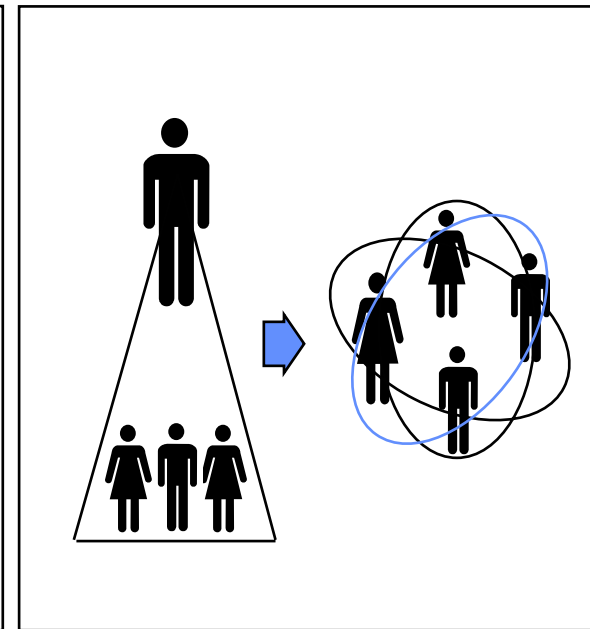
Komplexitäts- versus Autonomiekosten?

Flexible und teamorientierte Strukturen lösen traditionelle Organisationen ab



Marktdruck statt Hierarchiedruck?

Kooperativere Führungskonzepte bei stärkerer Eigenständigkeit der Mitarbeiter



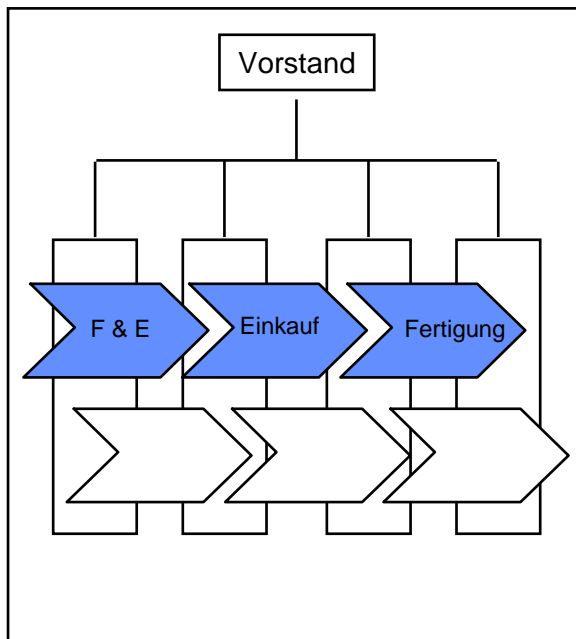
Betroffene werden Beteiligte?



Anforderungen häufig nicht erkannt und bewältigt!

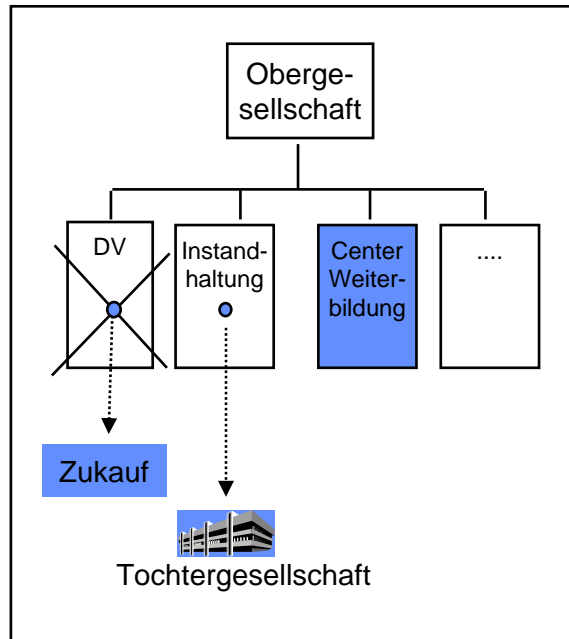
## Instrumente organisatorischer Neuausrichtung (2)

Organisationsstrukturen orientieren sich an Geschäftsprozessen



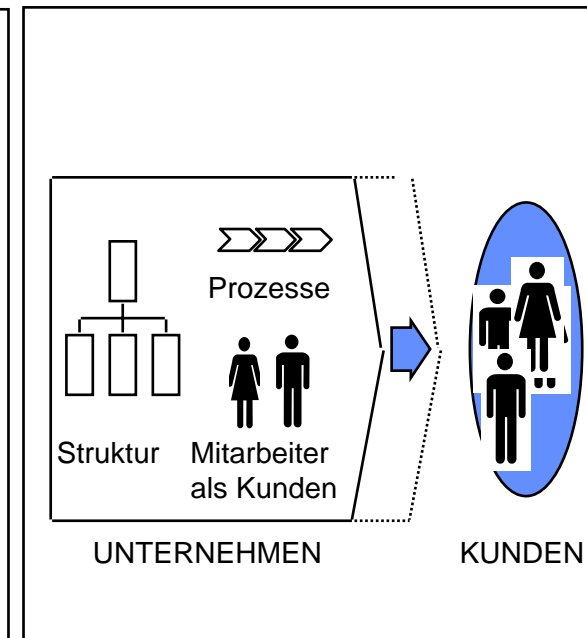
Reengineering = Zurück zu Taylor?

Zunehmende Auslagerung von Aufgaben Kooperationen und Netzwerke



Bündelung der Kräfte oder Ausverkauf?

Kundennähe als zentrales Organisationsziel

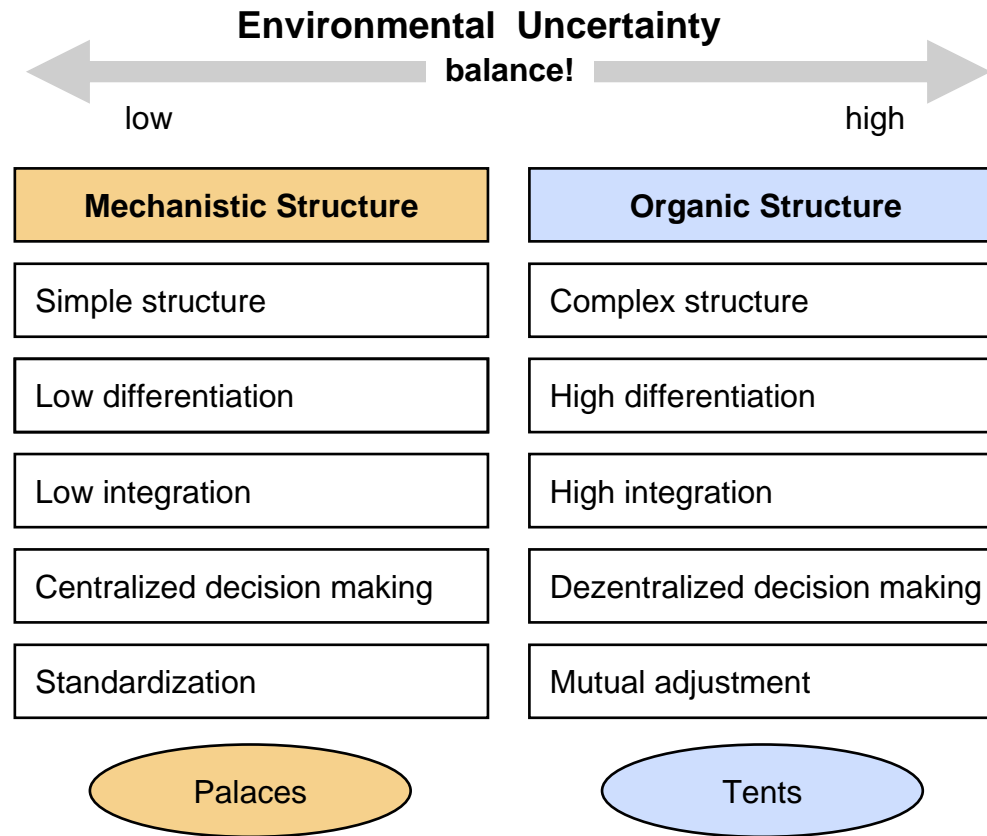


Harmonie oder Konflikt?



Kein „one best way“. Trend: Von mechanistischen zu mehr organischen Strukturen

# Theorie: Der situative Ansatz erklärt Trends der Organisationsgestaltung



➔ More organic structures caused by growing complexity and dynamism

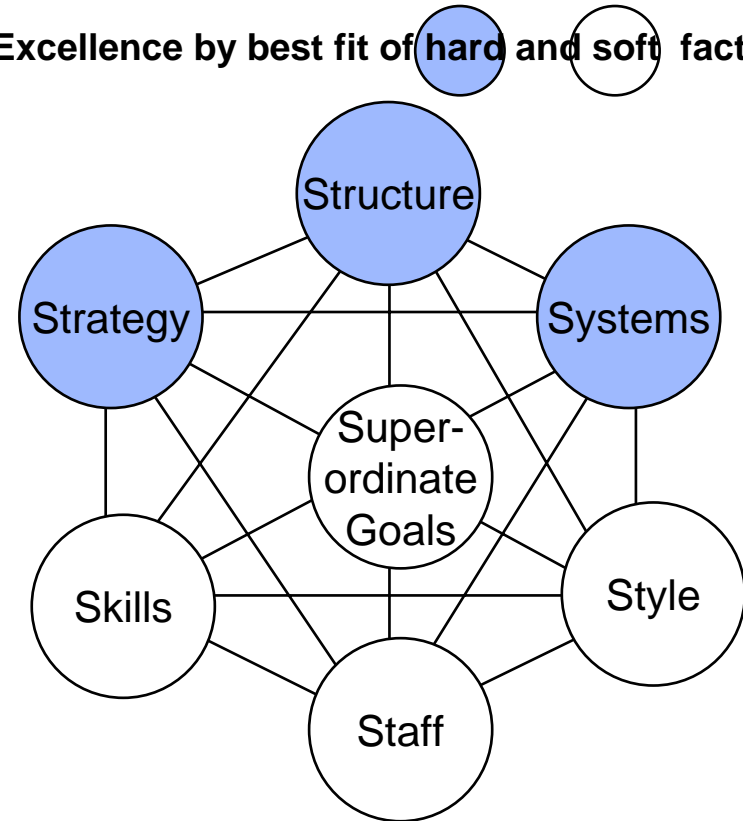
# Menschen und Kulturen prägen den Strategieprozess in Organisationen

“A structure is not an organization”.



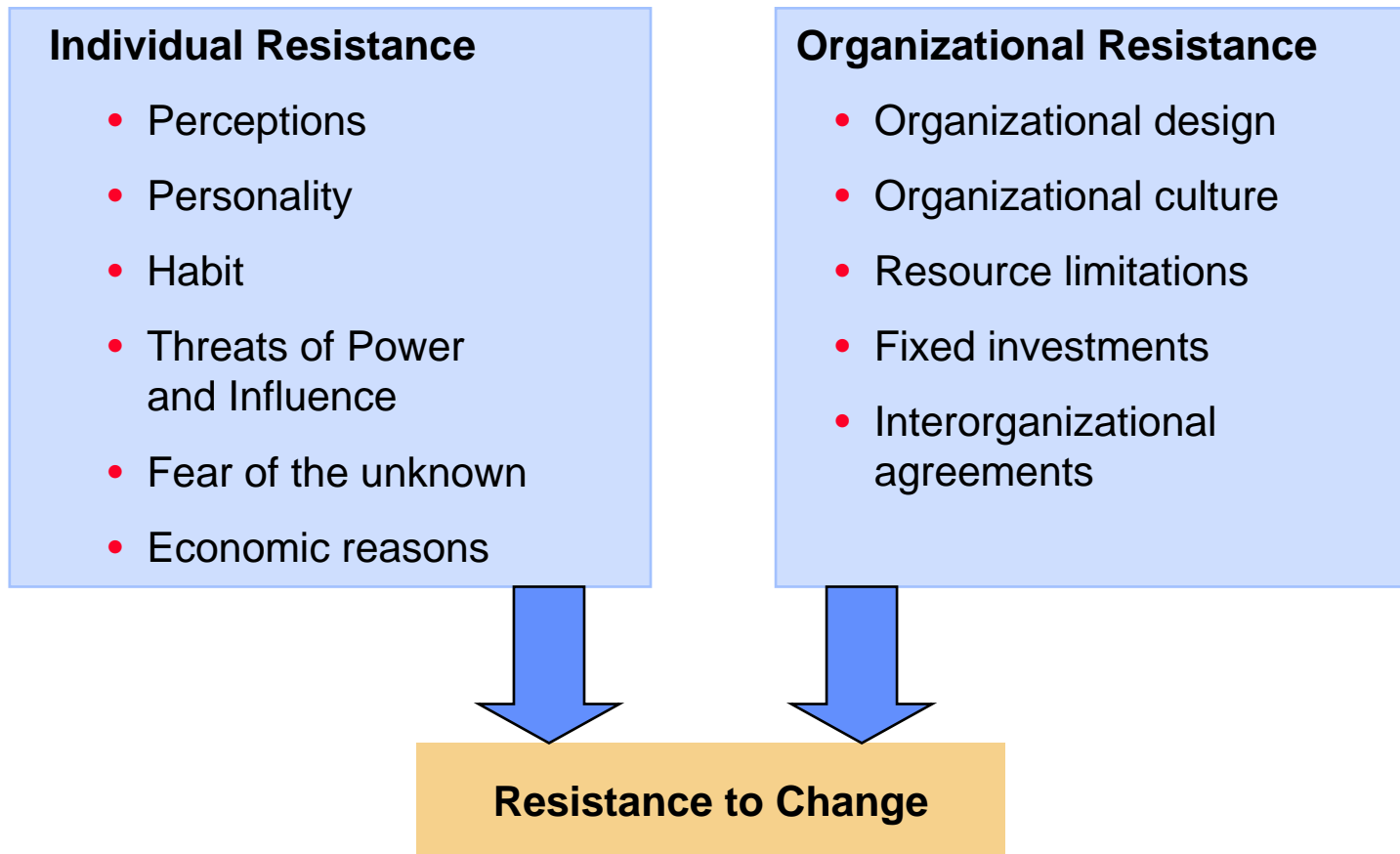
René Magritte

Excellence by best fit of **hard** and **soft** factors



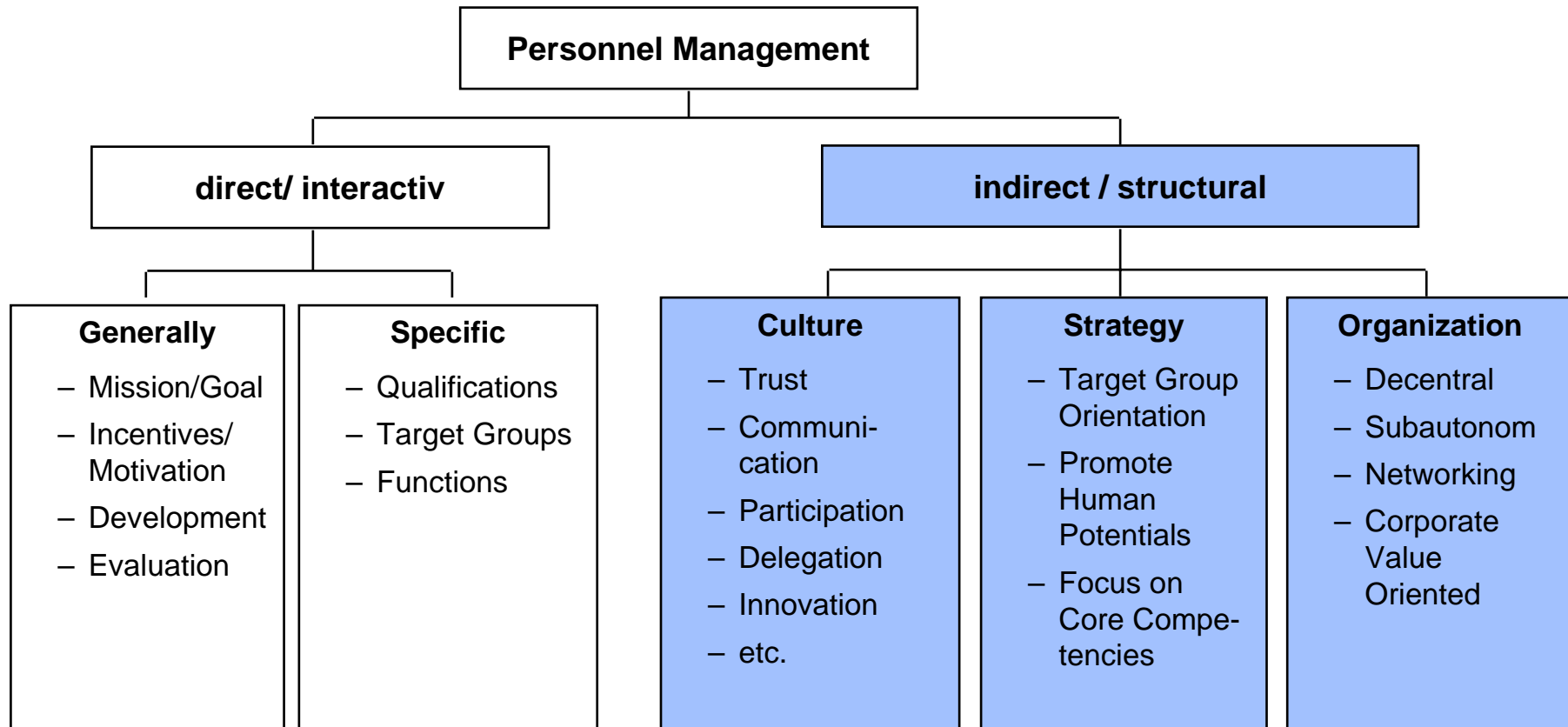
➔ In search of strategy: fit is not enough. \*) Stretch: management of change of the learning corporation?

## Change Management: „Fit“ reicht nicht. „Stretch“ nicht ohne Widerstand

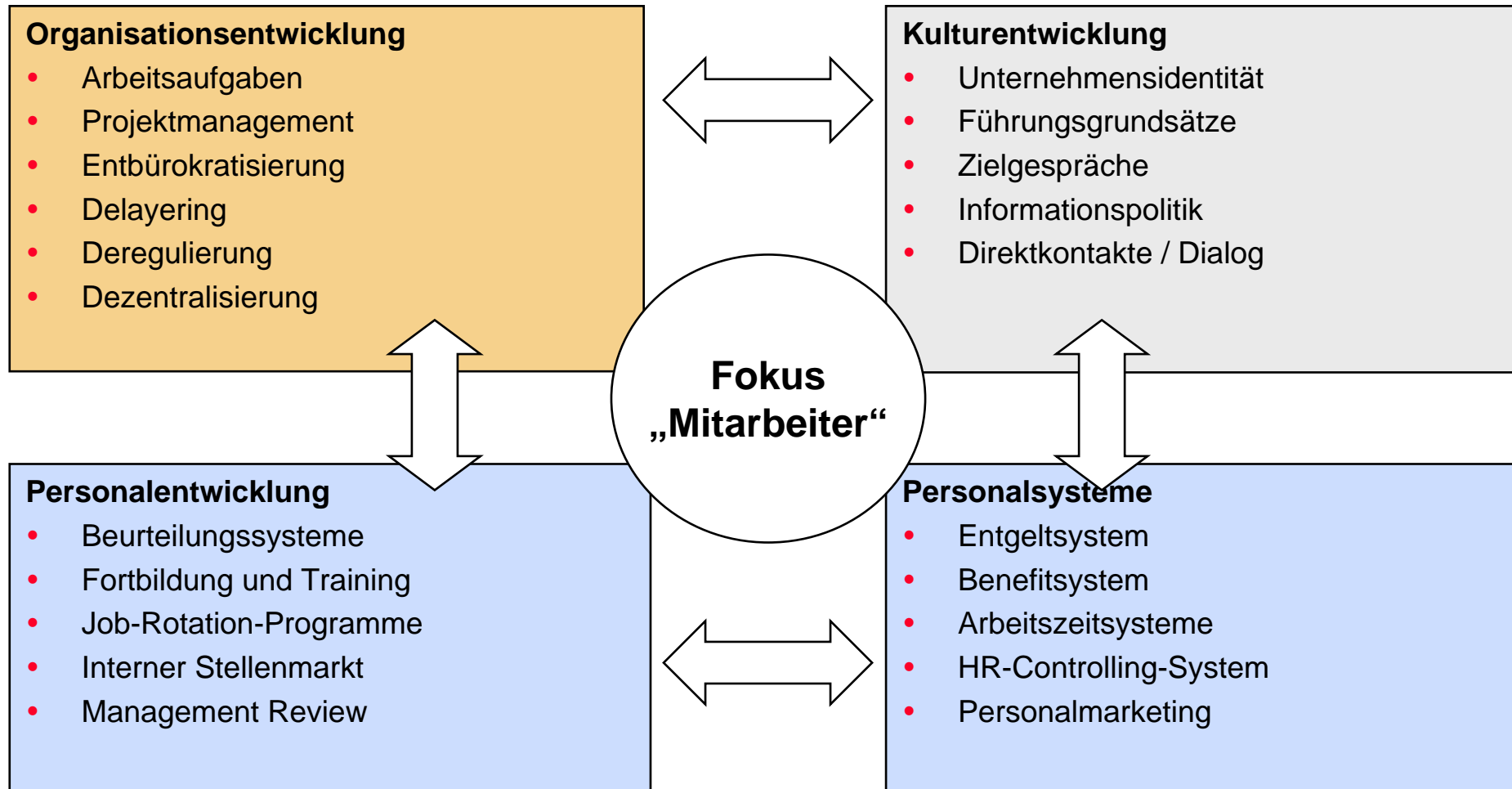




## Strategic Human Resource Management: Indirekte Hebel beachten



## Praxisbeispiel: Personalmanagement über die Funktion hinaus gestalten



## Resümee: Leadership geht über Management hinaus

<b>CATEGORY</b>	<b>MANAGEMENT</b>	<b>LEADERSHIP</b>
<i>Thinking Process</i>	Initiates Focuses on things	Originates Focuses on people
<i>Direction Setting</i>	Operational plans Improve the present	Vision Create the future
<i>Employee Relations</i>	Tight control Subordinates	Empower Associates
<i>Mode of Operating</i>	Efficiency Asks how and when	Effectiveness Asks what and why
<i>Decision Methods</i>	Process and system Serves top managers	Ideas and people Serves customers