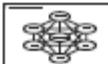
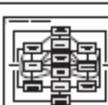


Comparison of Systems Models

Source: Stanford, N. (2007). *The Economist Guide to Organisation Design*. Profile Books (for the Economist)

Table 2.1 Systems models of organisation design in common use

Originator	Model	Elements	Benefits	Limitations
McKinsey 7-S Model (developed by Pascalis & Athos, 1981; refined by Peters & Waterman, 1982)		Systems Strategy Structure Style Shared values Staff Skills	Description of important organisational elements Recognition of the interaction between these	No external environment (input)/throughput/output element No feedback loops No performance variables
Galbraith's Star Model		Strategy Structure People Rewards Process	Description of important organisational elements Recognition of the interaction between these	Does not "call out" some key elements including inputs/outputs culture
Weisbord Six Box Model		Leadership (co-ordinates other five elements) Purpose Structure Rewards Helpful mechanisms Relationships	Includes some diagnostic questions in each box Requires the purpose to be stated	Focus on some elements may lead to overlooking of others
Nadler and Tushman Congruence Model		Informal organisation, formal organisation, work, people (with inputs and outputs)	Easy to follow Allows for discussion of what comprises "informal" and "formal" organisation Boxes must be congruent with each other	Few named elements may lead to wheel-spinning or overlooking of crucial aspects
Burke-Litwin Model		Mission/strategy Structure Task requirements Leadership Management practices Work unit climate Motivation Organisation culture Individual needs and values (Plus feedback loops)	Includes feedback loops "Calls out" more qualitative aspects (eg. motivation)	Very detailed Difficult to grasp at a quick glance