

EMBA (extended version)

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Enneagram consulting methodology

How we work

INTENT	Intent describes the projection always present in the mind into new goals and new possibilities
DECONSTRUCT THE PROBLEM	Be specific about the issue: what stories/experiences illustrate it. Discover other approaches (what has previously been excluded/overlooked)
ENERGY	Explicitly recognising the contradictions, ambiguities and dilemmas in a problem can create an energy surplus to generate insights
THE WAY FORWARD	Find solutions and implement them recognizing that continuous adaptation is necessary as new issues emerge
DECISION	Transition from thought to action: risk and uncertainty .
IMPLEMENTATION	Making things happen. The difficult part is realising that you are part of the problem
ADAPTATION	Decisions and strategy are continues processes. Adaptation is always necessary as circumstances change.

Table 2

**Show what the business issue has in
common (analysis) and what is unique
(creativity)**

THE ENVIRONMENT

9

ORGRAMMAR

THE WAY FORWARD

8

1. INTENT

2. ENERGY

IMPLEMENTATION 7
YOU ARE PART OF THE PROBLEM

CREATIVITY

6

3. BUSINESS ISSUE/PROBLEM

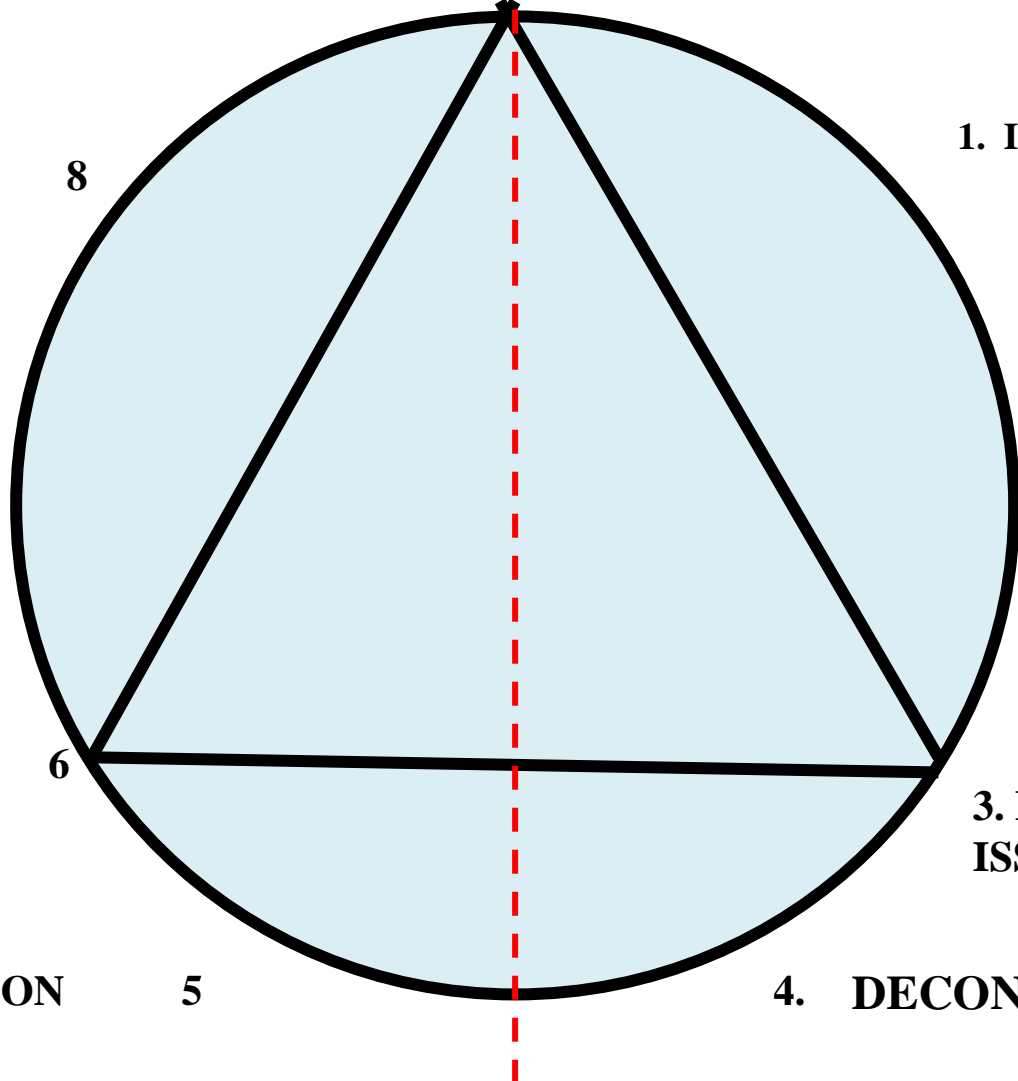
DECISION

5

4. DECONSTRUCTION

ORGRAMMAR

ORGRAMMAR



THE ENVIRONMENT

9

ORGRAMMAR

THE WAY FORWARD

1. INTENTION

8

2. ENERGY

IMPLEMENTATION YOU ARE PART OF THE PROBLEM

7

CREATIVITY 6

3. ANALYSIS OF BUSINESS ISSUE

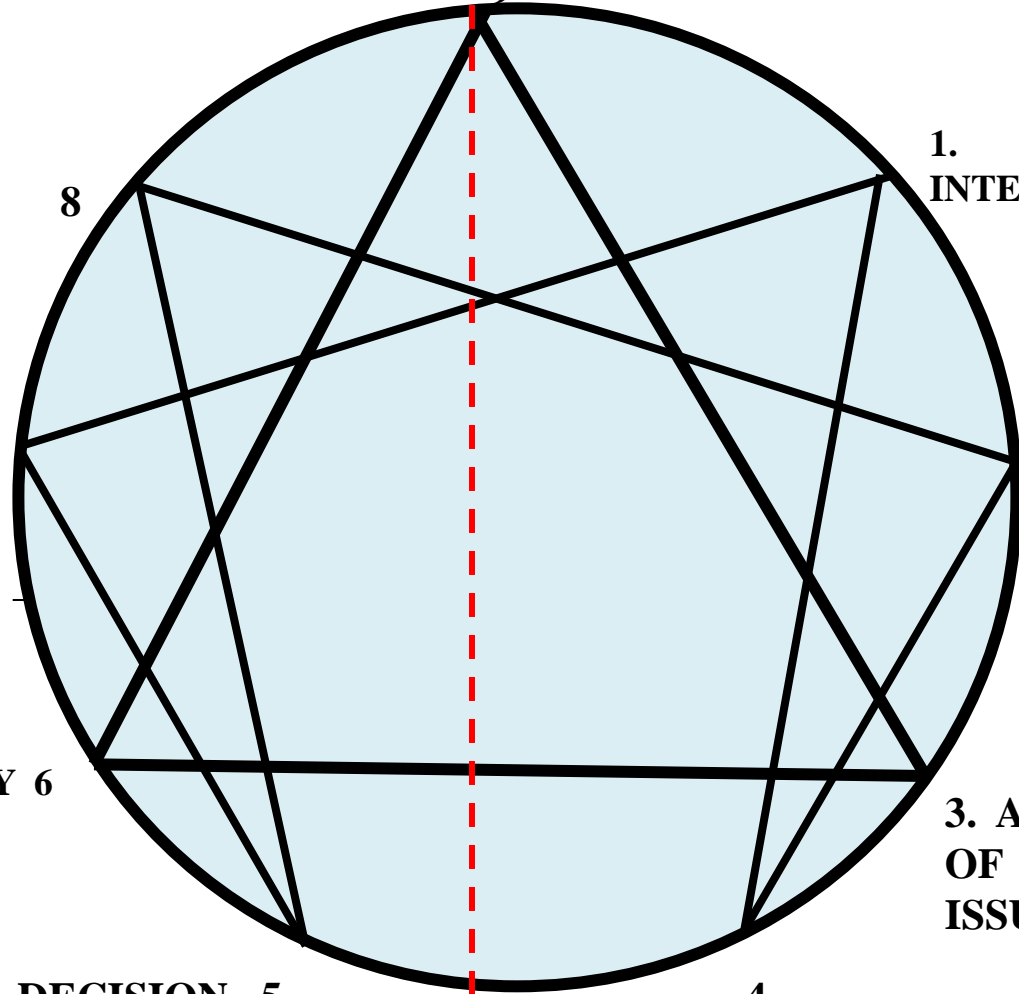
DECISION 5

4. DECONSTRUCTION/STORIES

Risk and uncertainty

ORGRAMMAR

ORGRAMMAR

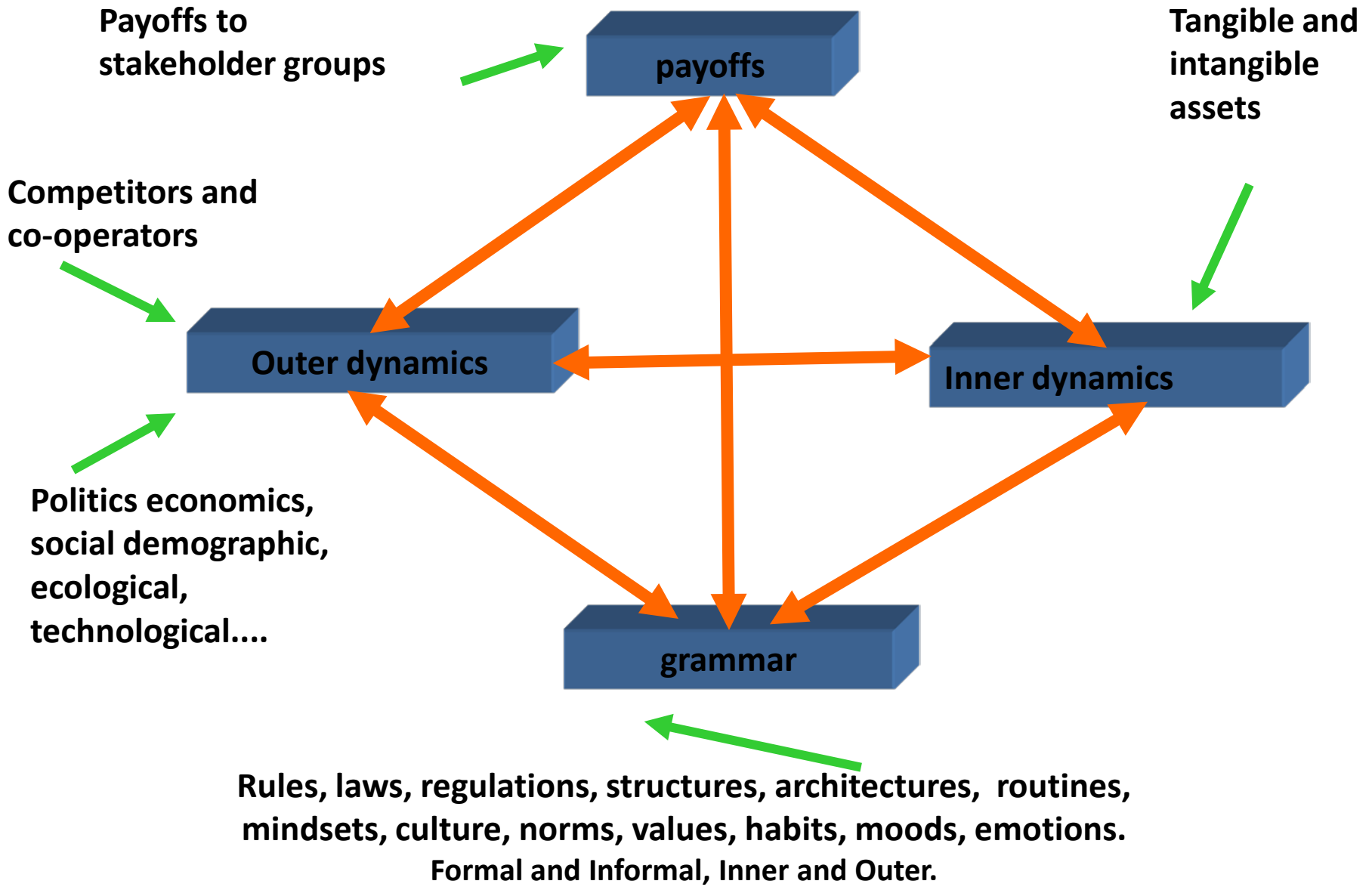


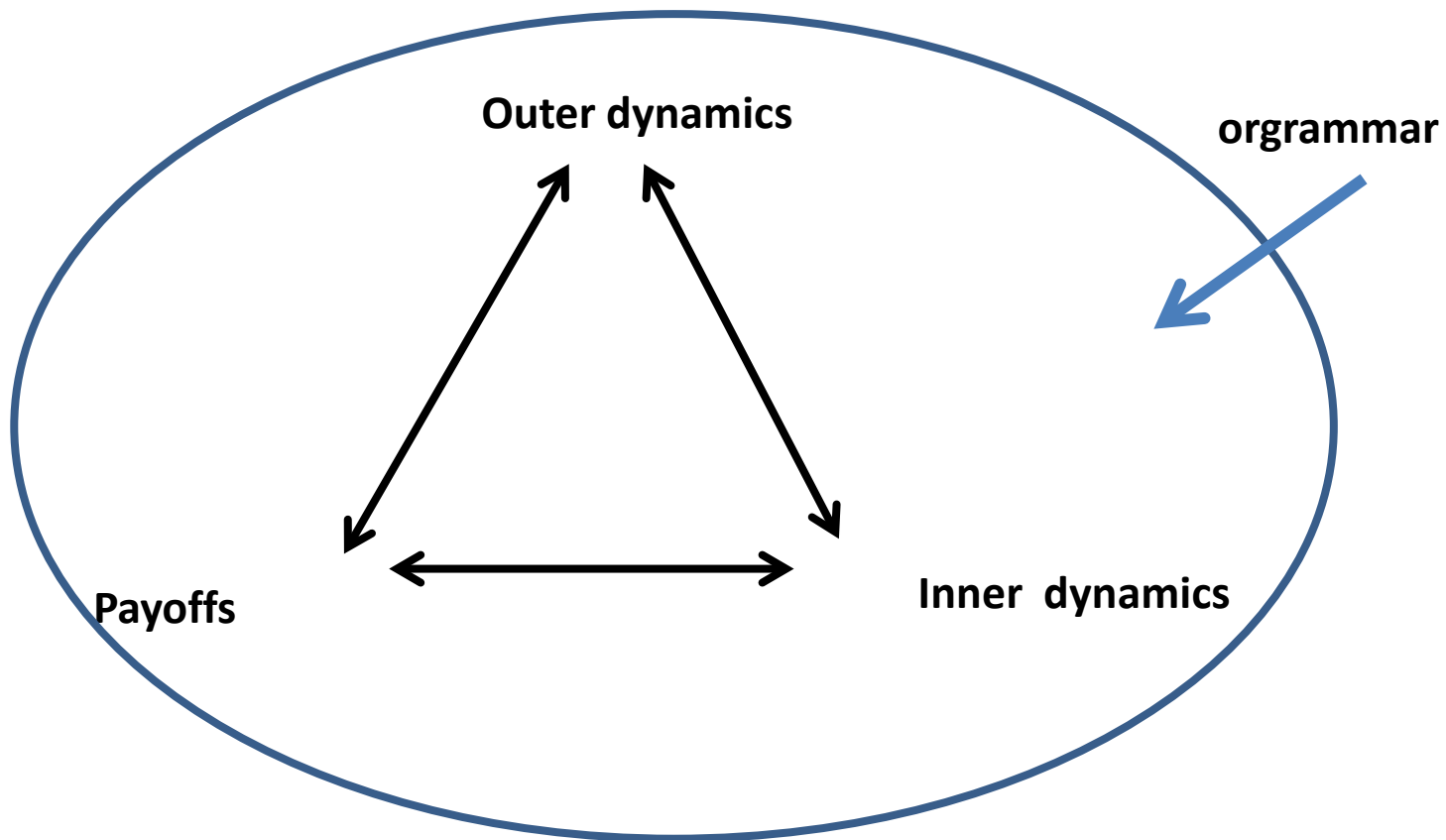
System states and trajectory

- **The system state of an organization is a description (always incomplete) of *where it is now* (at this moment in time). The complete description consists of a specification of current inner and outer dynamics, payoffs and organizational grammar (orgrammar)**
- **The trajectory of an organization is its path over time: it is the series of system states over time.**

THE BUSINESS ENVIRONMENT	This includes the inner and outer dynamics affecting the situation
ANALYSIS OF AN URGENT/COMPELLING BUSINESS PROBLEM OR ISSUE	Executive programmes should be rooted in an actual business problem facing a manager now..
CREATIVITY	Practicing managers live in a world of extremes facing issues that have an element of uniqueness; so a creative approach is needed.

Table 1



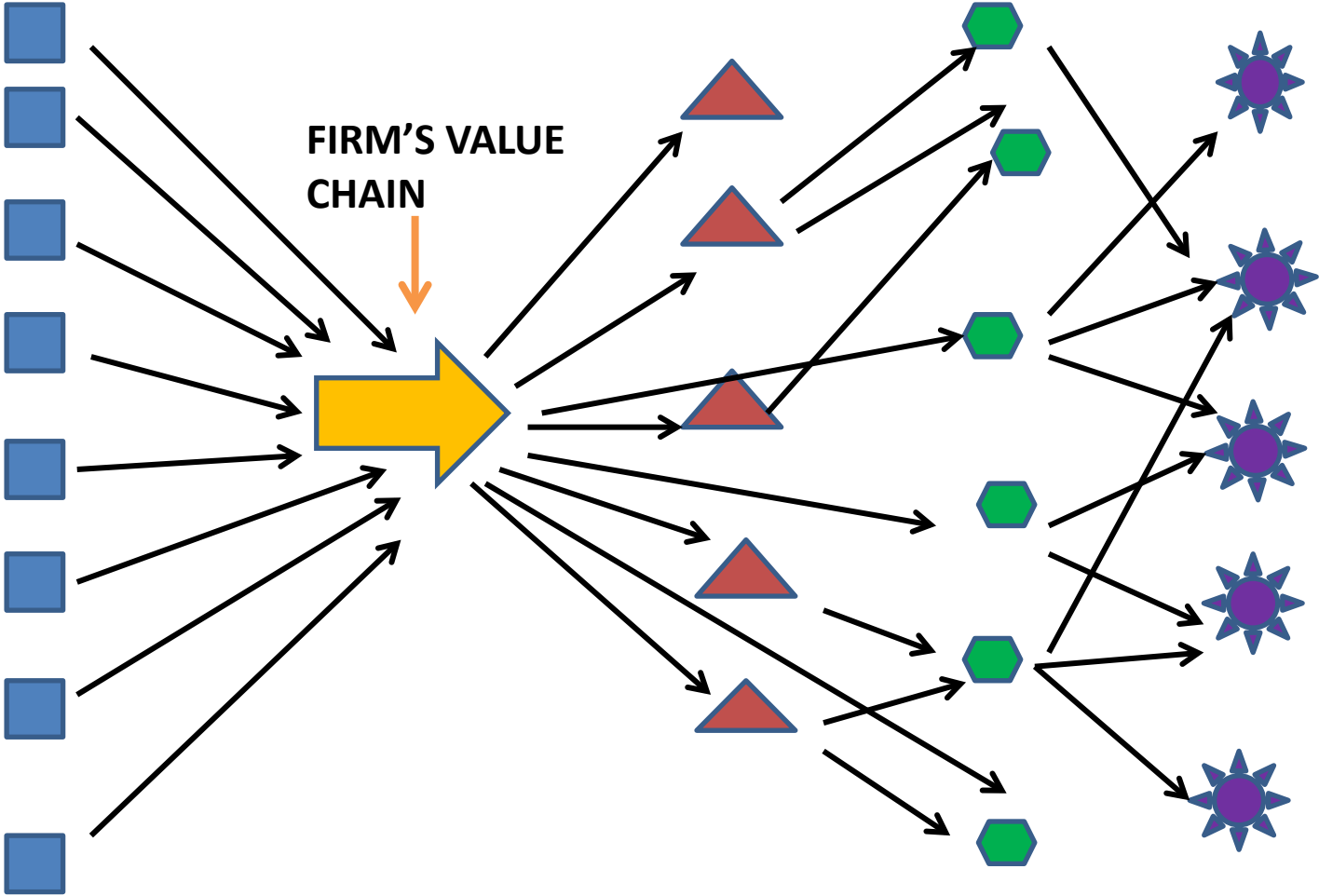


SUPPLIERS

DISTRIBUTORS

RETAILERS

FINAL CUSTOMERS



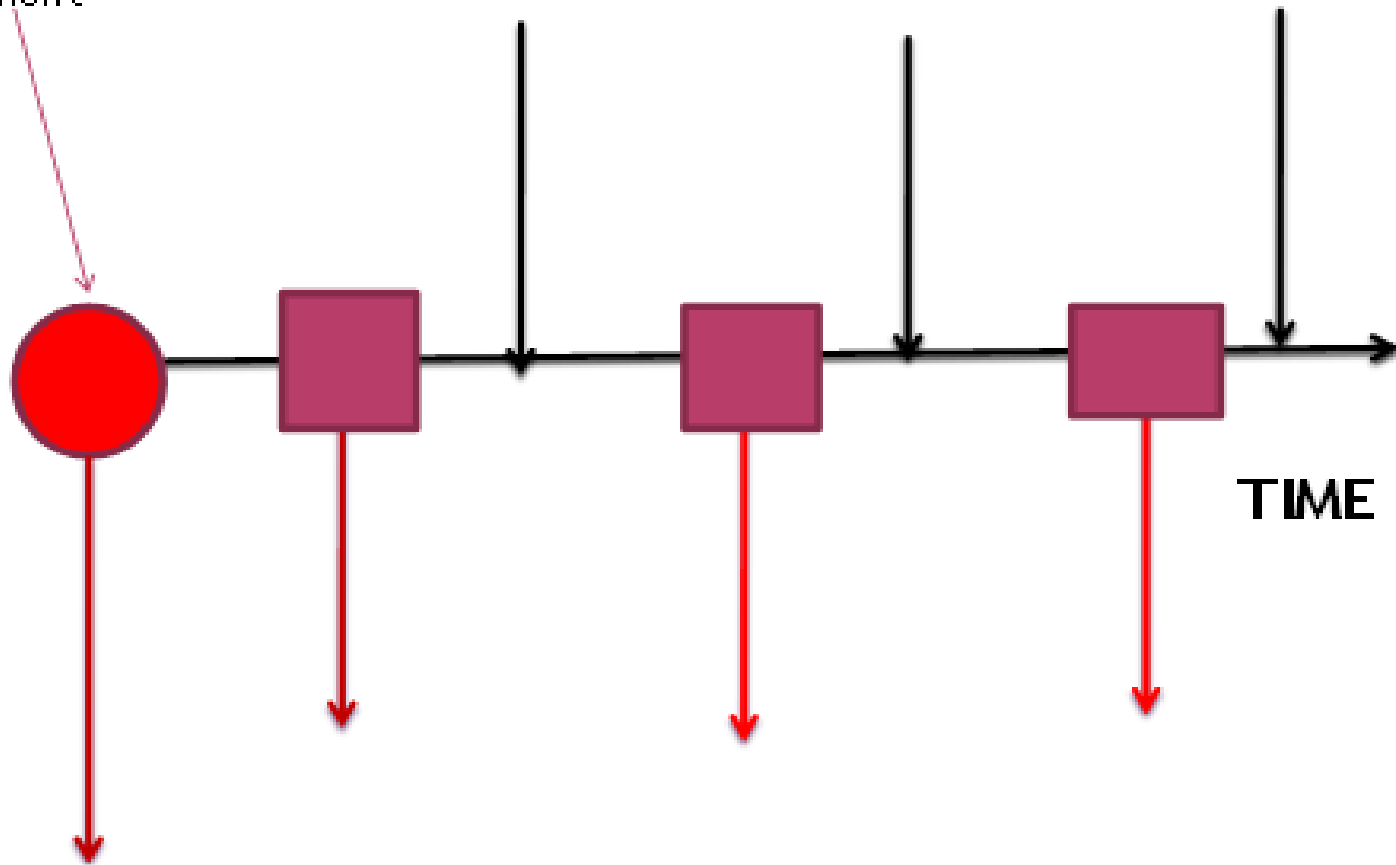
PRODUCTS AND SERVICES (VALUE ADDED IN SUPPLY CHAIN)



BANKS REFINANCE THE TIME GAP BETWEEN CASH INFLOWS AND OUTFLOWS

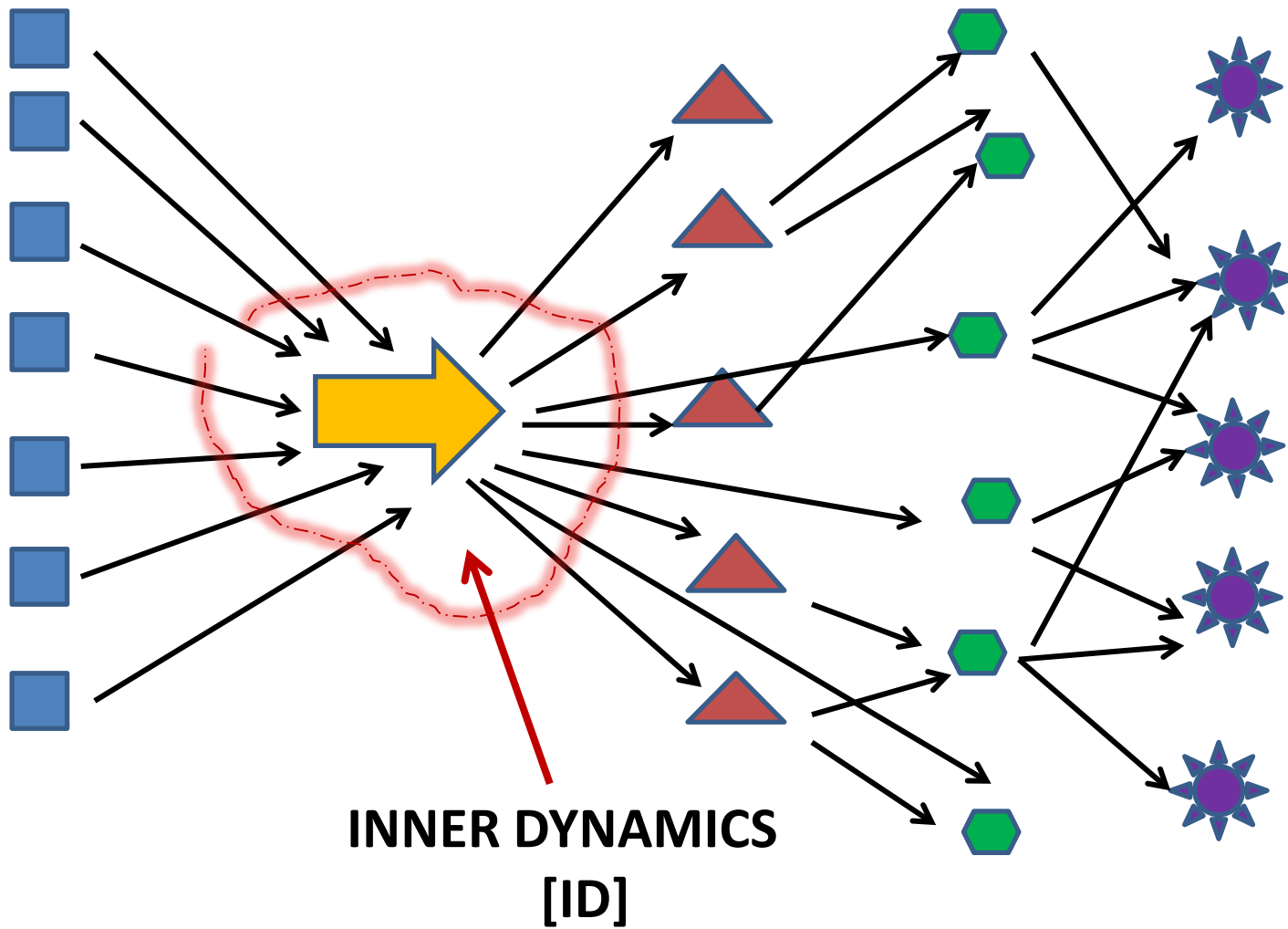
Initial investment

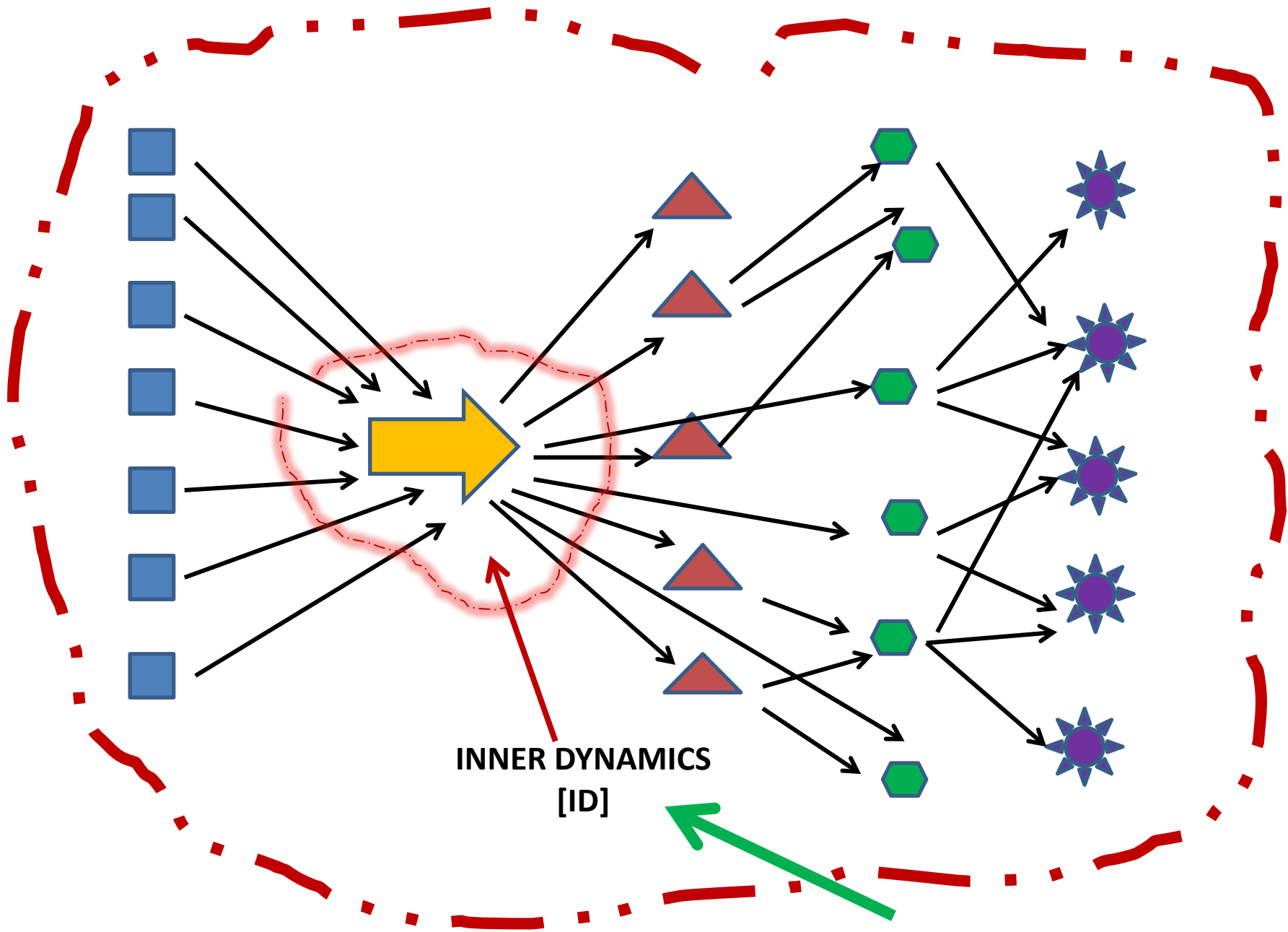
Cash inflows



TIME

Cash outflows





INNER DYNAMICS

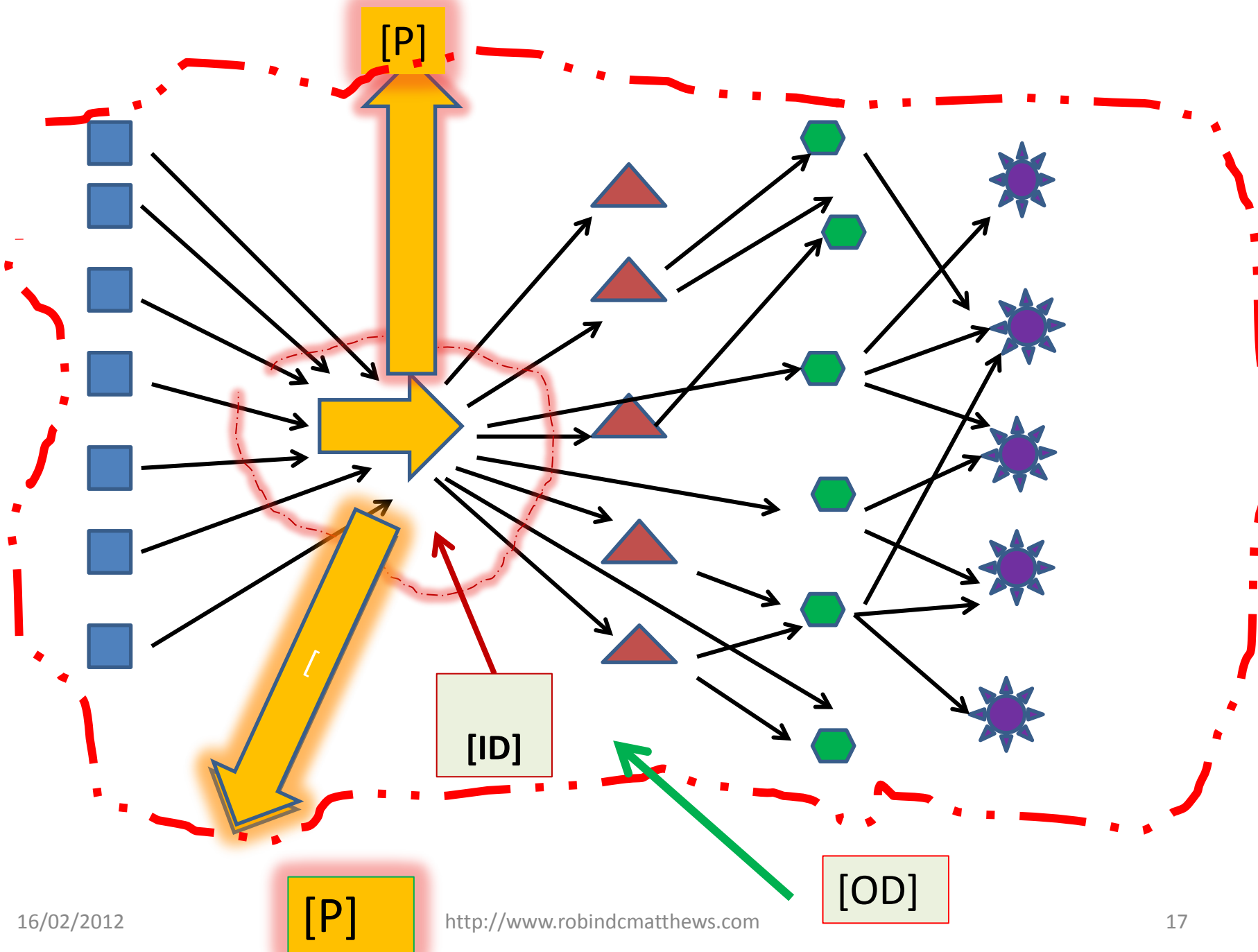
- THE PRODUCTION FUNCTION
- GEORGESCU ROEGENS VERSION
- THE VALUE CHAIN

- RESOURCE BASED THEORIES
- THE COMPETENCE APPROACH
 - THE BALANCED BUSINESS SCORECARD: but also includes elements of grammar: organizational capital)

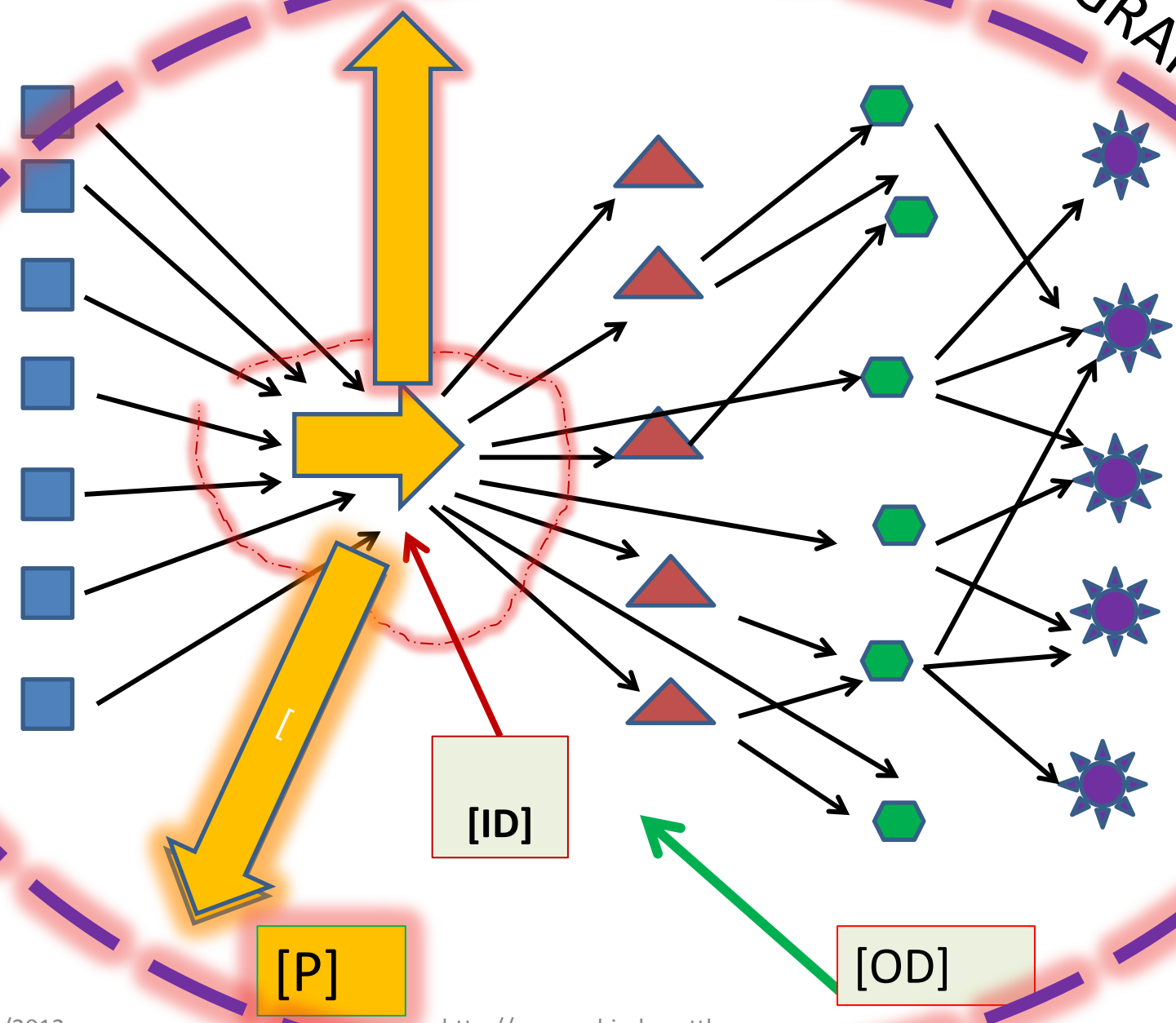
Outer dynamics

(COMPETITIVE LANDSCAPE)

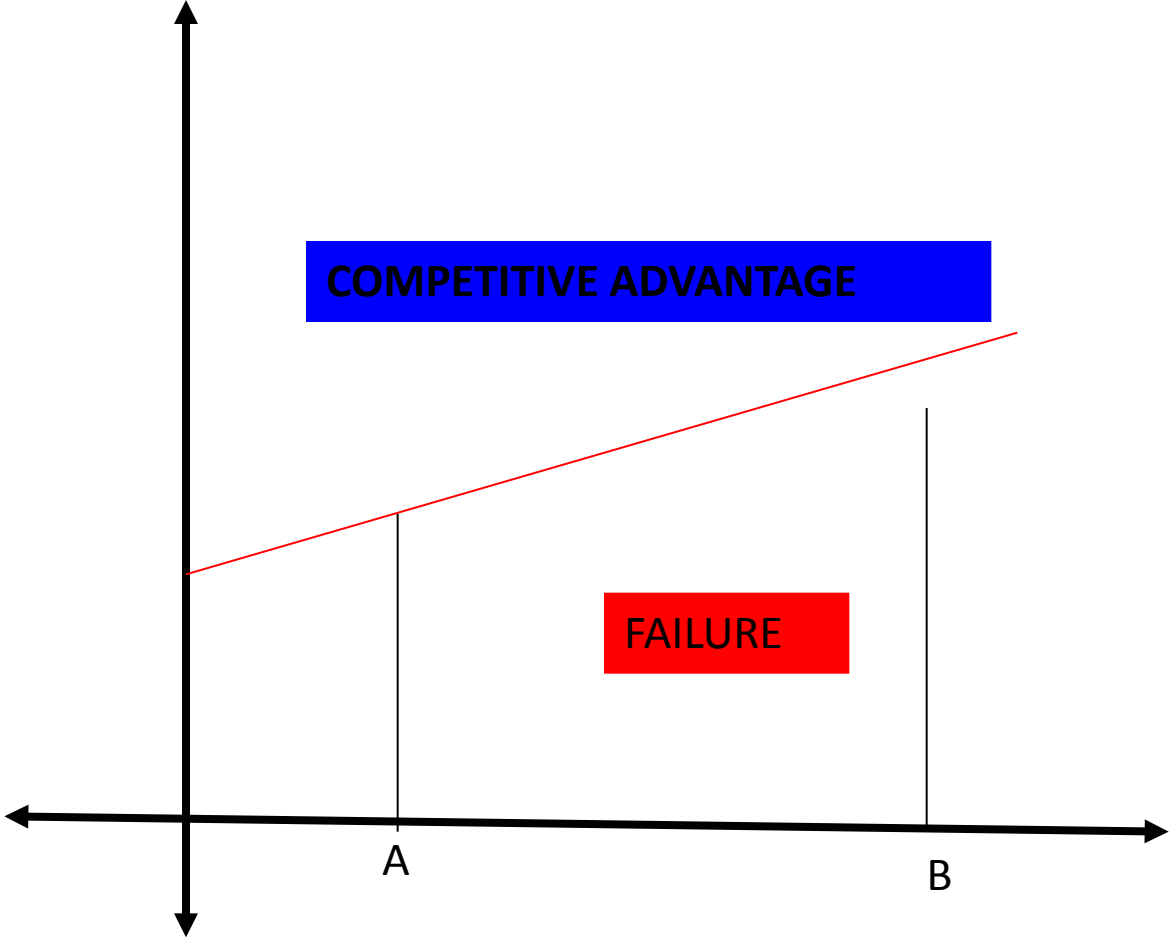
-
- **STRUCTURE**
 - NUMBER OF FIRMS
 - HOMOGENEITY OF PRODUCT
 - EASE OF ENTRY AND EXIT
- **CONDUCT**
 - PRICE TAKERS/MAKERS
 - PRODUCT DIFFERENTIATION
 - MARKET POWER
- **PERFORMANCE**
 - COMPETITIVE ADVANTAGE
 - NORMAL PROFIT
 - FAILURE



ORGRAMMAR



RETURN



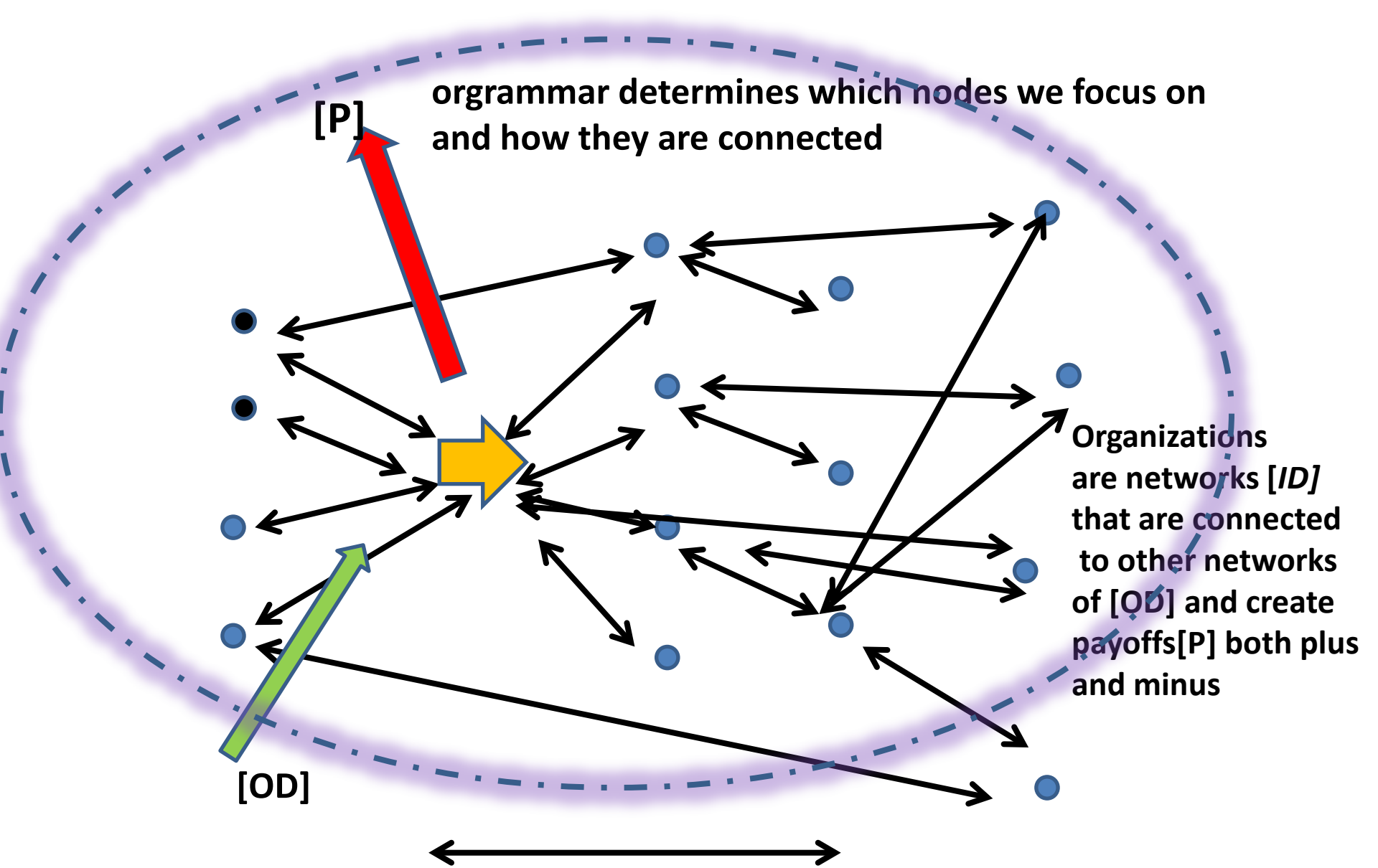
COMPETITIVE ADVANTAGE

FAILURE

A

B

RISK



Two way arrows indicate in one direction \longrightarrow supply and in the other \longleftarrow demand

1

Orgrammar determines how networks of inner and outer dynamics are transformed into payoffs.

More profoundly orgrammar determines how we view organizations; what we choose to focus on; and how we choose

2

**View orgrammar as conditioning
That is both functional and
dysfunctional**

ASPECTS OF ORGRAMMAR (a simplification)

F S X	FORMAL SOCIAL EXTERNAL	Outside an organization, coming from society in general, could be local, regional, national or global; formal codes of behaviour; written: laws, regulations, treaties, contracts, rituals, traditions, constitutions.
F S M	FORMAL SOCIAL INTERNAL	Inside an organization: formal codes of behaviour coming from within an organization, sometimes written, sometimes tacit; organizational routines, architectures, structures, systems, hierarchies, contracts within organizations.
F P X	FORMAL PERSONAL EXTERNAL	Influences on individual behaviour and ways of thinking originating outside an organization: as a result of education, traditions, conventions, family, genetics, heredity.
F P M	FORMAL PERSONAL INTERNAL	Influences on individual behaviour and thought patterns originating from within organization: special or specific management training and education; accredited skills, training apprenticeships and knowledge.
I S X	INFORMAL SOCIAL EXTERNAL	Outside an organization: coming from society; could be local, regional, national or global; but informal; often unwritten; informal customs, conventions, mores, morals, cultures, codes.
I S M	INFORMAL SOCIAL INTERNAL	Inside an organization, societal, group: informal; corporate culture, customs, and stories; informal traditions, mores, codes.
I P X	INFORMAL PERSONAL EXTERNAL	As in (ISM) but influences from outside an organization and affecting individual personal behaviour; and as in (FPM) but informal, tacit; personal history and experience; personal values, behaviour, patterns moods, learned paradigms that influence personal thinking,; mental maps, models, conditioning, habits of thought ; all coming from experience outside an organization..
I P M	INFORMAL PERSONAL INTERNAL	As in above category (IPX) but originating from inside an organization; as in (FPM) but situated in individual patterns, habits of behaviour and mind.; personal paradigms and mental schema for assessing the world, and solving problems; personal experience of the organization .

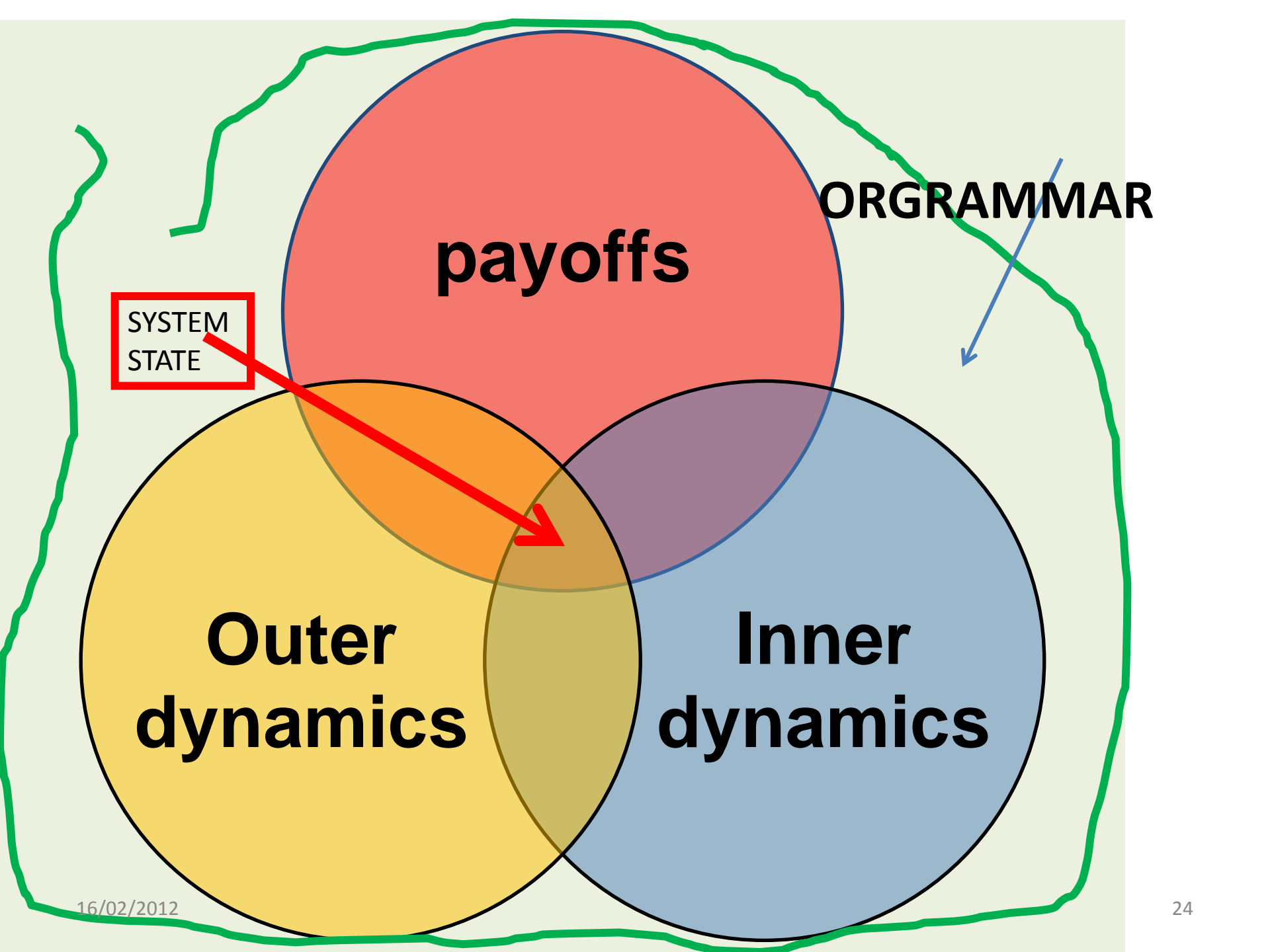
$$[P] = G [[OD], [ID]]$$

$$G [[OD], [ID], [P]] = 0$$

Orgrammar determines how networks of inner and outer dynamics are transformed into payoffs.

More profoundly orgrammar determines how we view organizations; what we choose to focus on; and how we choose

View orgrammar as conditioning



**The system state is not
an equilibrium state**

System states and trajectory

- **The system state of an organization is a description (always incomplete) of *where it is now* (at this moment in time). The complete description consists of a specification of current inner and outer dynamics, payoffs and organizational grammar (orgrammar)**
- **The trajectory of an organization is its path over time: it is the series of system states over time.**

Payoffs

Payoffs at time t

Current system state

Possible future system states

Inner dynamics

Inner dynamics at time t

Outer dynamics at time t

Outer dynamics

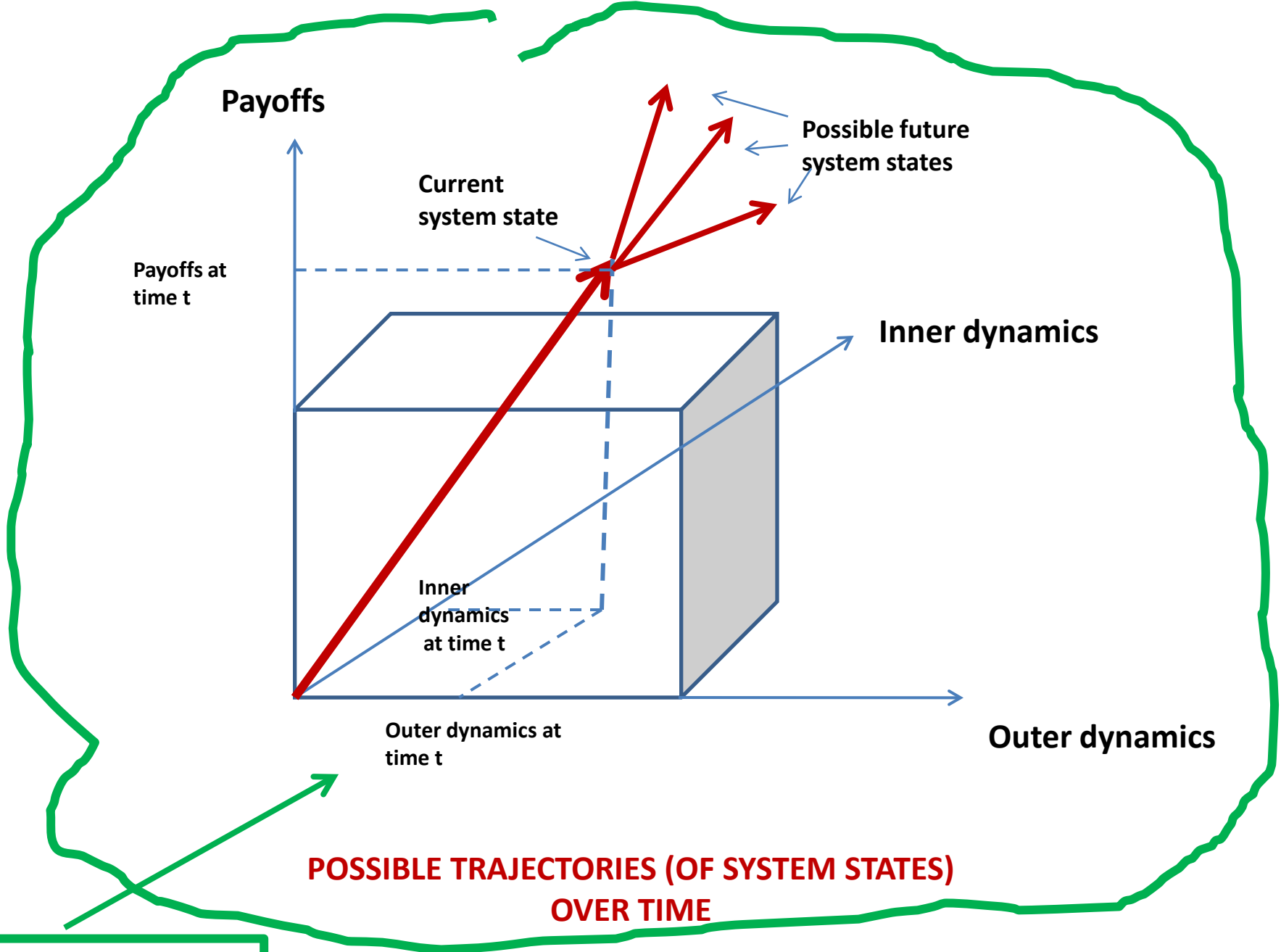
**POSSIBLE TRAJECTORIES (OF SYSTEM STATES)
OVER TIME**

orgrammar

16/02/2012

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STRATEGIC PROCESS

<p>Search (1, 4, 2 in figure 5)</p>	<p>Vision of alternative scenarios, and valuation of potential payoffs</p>	<p>Conceptual/ imaginal stage of strategy</p>
<p>Choice Implementation (8,5, 7 in figure 5)</p>	<p>Commitment to a chosen set alternatives Implementation of chosen alternatives</p>	<p>Realisation/ actualisation of strategy in space and time</p>
<p>Adaptation 1↔4 2↔8</p>	<p>Adaptation (monitoring and control) in response to miscalculations, unexpected events and disappointed expectations</p>	

OUTER DYNAMICS

ORGRAMMA

Evaluation, 8
reflection

1 vision,
intention

ADAPTATION

2 values

implementation 7

REALISATION

SEARCH

PAYOFFS

**3 INNER
DYNAMICS**

6

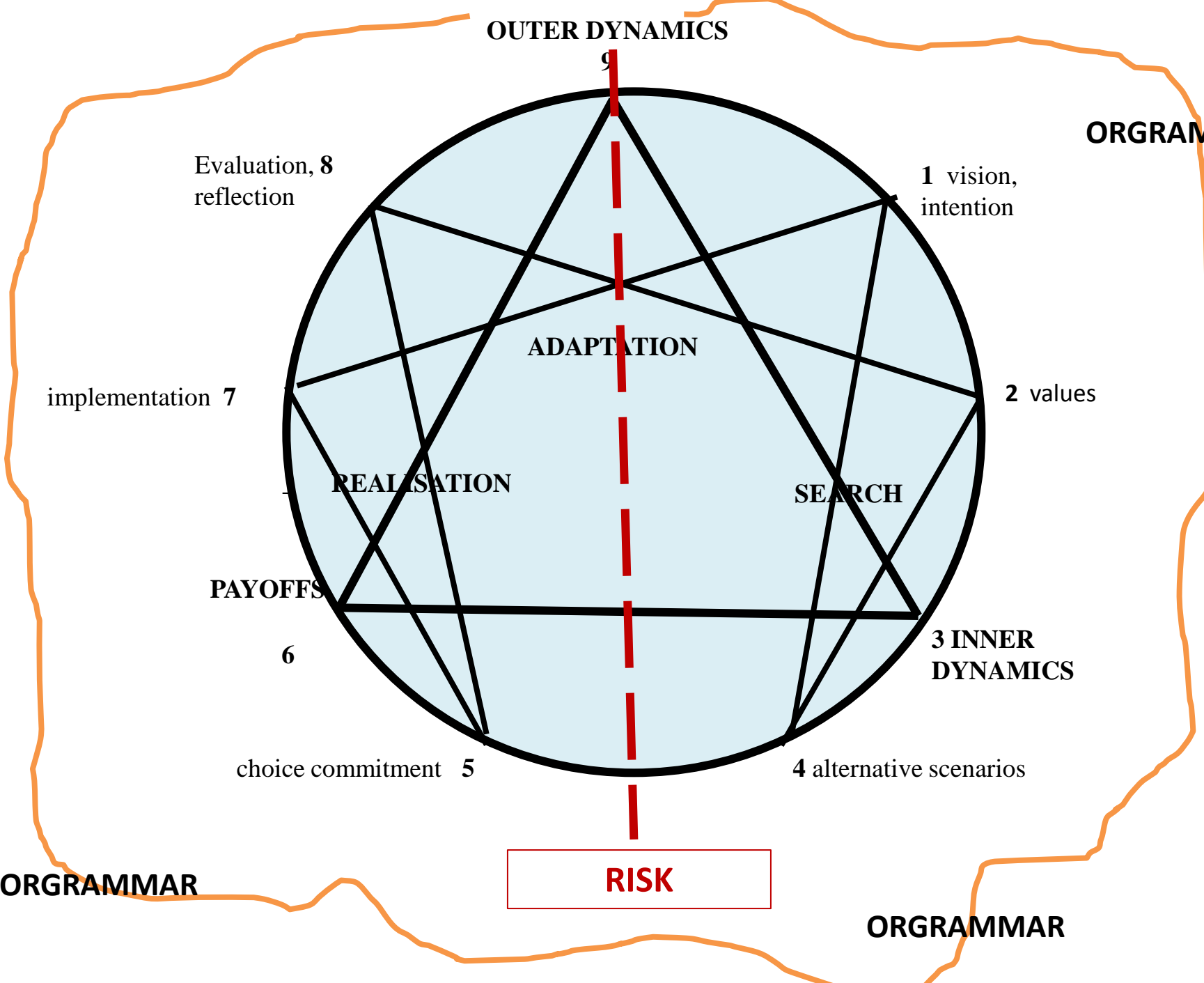
choice commitment 5

4 alternative scenarios

RISK

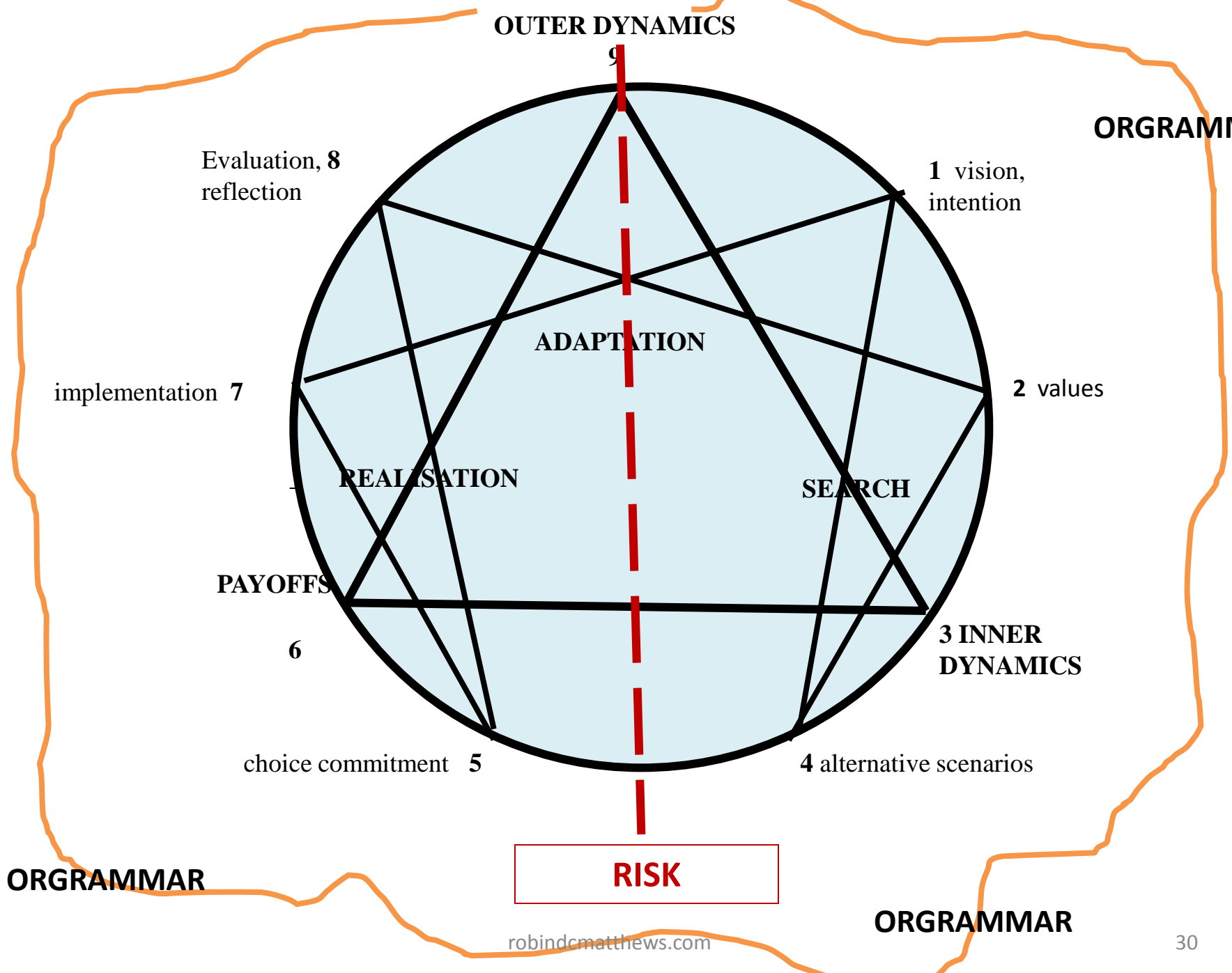
ORGRAMMAR

ORGRAMMAR



OUTER DYNAMICS

ORGRAMMA



ADAPTATION

REALISATION

SEARCH

PAYOFFS

3 INNER DYNAMICS

RISK

ORGRAMMAR

ORGRAMMAR