


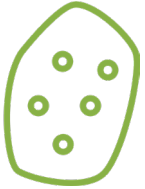


# Handy's Structural Typologies Detail

Cultural Typology	Characteristics <span style="float: right;">Handy, C. (2000). <i>Gods of management: The changing work of Organizations</i>. Oxford University Press.</span>	
<b>Club (Zeus)</b> 	<ul style="list-style-type: none"> <li>• “Division of work based on functions or products”</li> <li>• Making quick decisions is of high importance</li> <li>• Often found in small, entrepreneurial businesses</li> <li>• Face to face relationships with customers, high empathy</li> <li>• Decentralized decision making</li> <li>• Entry into the club typically requires personal relationship</li> <li>• Trust is essential because formalization is low</li> </ul>	<ul style="list-style-type: none"> <li>• Fast communication</li> <li>• Risk taking, individuals are experimental</li> <li>• Learning can take place in an apprenticeship-like way</li> <li>• Charisma and credibility are main factors of influence</li> <li>• Change comes by exchanging people</li> <li>• Monetary reward may be preferred, also resources and challenges</li> </ul>
<b>Role (Apollonians)</b> 	<ul style="list-style-type: none"> <li>• Emphasis on the definition of roles and responsibilities, not personalities</li> <li>• Silos of roles are overseen by management</li> <li>• “Stability and predictability are assumed and encouraged”</li> <li>• Impersonal with an emphasis on efficiency</li> <li>• Slow to adapt to change</li> <li>• High formalization</li> <li>• Seen in monopolistic environments such as local government and civil services</li> </ul>	<ul style="list-style-type: none"> <li>• Individuals are scientific and procedural</li> <li>• Authority is allocated based on acquisition of skill</li> <li>• Position and title give power</li> <li>• To facilitate change, adjust roles and responsibilities or the procedures</li> <li>• Individuals are comforted or motivated by predictability and ability to fill the obligations or their role</li> <li>• Individuals have a contractual or transactional mindset</li> <li>• Reward in the form of authority and its subsequent title and status symbols</li> </ul>
<b>Task (Athenians)</b> 	<ul style="list-style-type: none"> <li>• Exists for the purpose of “Continuous and successful solution of problems”</li> <li>• Knowledge, expertise, creativity are valued above age or tenure</li> <li>• Teams are constantly formed and reformed based on project needs</li> <li>• Motivation comes from the drive towards a common goal</li> <li>• Predictability is a demotivator to members of task culture</li> <li>• Work requires highly-skilled or knowledgeable experts, therefore;</li> <li>• Industries utilizing task culture are often expensive and sensitive to economic volatility</li> </ul>	<ul style="list-style-type: none"> <li>• Low formalization, especially within teams</li> <li>• At high risk of becoming role culture should outside factors challenge price or timeline of products</li> <li>• Authority comes from respect of those in command and the exercising of it must be socially acceptable</li> <li>• Change comes by changing the problem to be solved</li> <li>• Management challenges are identified and committees are often assigned to the problem, however these groups tend to have little influence because they lack overlap with the formal authority</li> <li>• Variety and self-improvement motivate individuals</li> <li>• Individuals prefer definition around task rather than role</li> <li>• Reward comes in the satisfaction of results</li> </ul>
<b>Existential (Dionysians)</b> 	<ul style="list-style-type: none"> <li>• “The organization exists to help the individual achieve his purpose”</li> <li>• “Management is a chore”</li> <li>• People in this culture “recognize no boss, although they may accept coordination for their own long-term convenience.”</li> <li>• Individuals often identify themselves by their trade</li> <li>• Talent and individuality are highly valued</li> <li>• Individuals learn through immersion</li> <li>• Individuals respect individuals and see themselves working “for the organization (as opposed to in it)”</li> </ul>	<ul style="list-style-type: none"> <li>• Individuals are motivated by unpredictability and freedom</li> <li>• Change requires negotiation, give and take</li> <li>• Individuals are motivated by making large scale impact</li> <li>• Value is placed on personal freedom</li> <li>• Reward is experienced in results of personal interventions and recognition is not necessary</li> <li>• It is difficult to talk much to a shared culture in this typology because the typology, by definition, consists of avid individualists, not likely to subscribe to an organization</li> </ul>