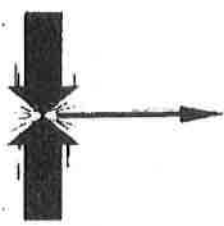
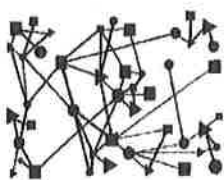
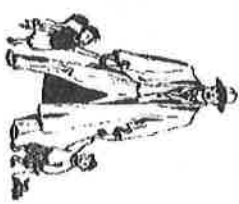
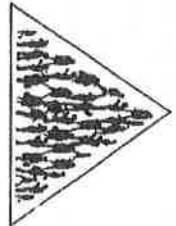
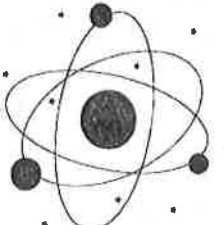
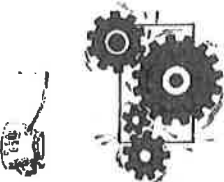


Mental Images

Contest	Network	Family	Pyramid	Solar System	Machine
AUL, GBR, IRE, NZL, USA	DEN, NET, NOR, SWE, FIN	CHI, HOK, IND, IDO, MAL, PHI, SIN	BRA, CHL, COL, ECA, SAL, GRE, GUA, ITA SOUTH, KOR, MEX, PER, POR, RUS, TAI, THA TUR, URU, VEN	BEL, FRA, ITA North SPA, SWI (FRENCH)	AUT, CZE, HUN, GER, SWI (GERMAN)

					
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Central Concept

Competition	Consensus	Loyalty and hierarchy	Loyalty, hierarchy and implicit order	Hierarchy and impersonal bureaucracy	Order
-PDI +IDV -UAI +MAS	-PDI +IDV -UAI/+UAI -MAS	+PDI -IDV -UAI	+PDI -IDV +UAI	+PDI +IDV +UAI	-PDI ± IDV/+IDV +UAI

	Contest	Network	Family	Pyramid	Solar System	Machine
Control	<ul style="list-style-type: none"> Assessment whether fixed targets have been met Strict accountability against fair targets (MBO) Mid-term reviews 	<ul style="list-style-type: none"> Meetings to check if all stakeholders are still satisfied Self inspection through clear standards Strict accountability only if overall control warrants this 	<ul style="list-style-type: none"> Inspection by the boss and social control 	<ul style="list-style-type: none"> Inspection by the boss and social control 	<ul style="list-style-type: none"> Informal inspection by the boss Self inspection through clear standards Start with overall control. If things appear to go wrong then more precise control 	<ul style="list-style-type: none"> Check if people are up to date about the planning system Self inspection through clear standards Control after specific tasks have been concluded
Meetings	<ul style="list-style-type: none"> To exchange meaningful information for action To show success Give everyone a chance to speak up Keep them short Make them action oriented Assign tasks after meeting 	<ul style="list-style-type: none"> To let people participate in the decision making process Give everyone a chance to speak up Be able to cut off (nicely) long monologues Have a flexible agenda 	<ul style="list-style-type: none"> To give the boss a platform and to ensure in-group harmony Make sure boss is clear in briefings Check out in private if people agree and will do it 	<ul style="list-style-type: none"> To give the boss a platform and to ensure in-group harmony Ritualisation of decisions made before Make sure boss is clear in briefings Make information available ahead of time Check out in private if people agree and will do it 	<ul style="list-style-type: none"> To give a platform for the boss and for subordinates to ask questions for clarification Be willing to present your ideas, strategies and tactics in a clear way in the meeting Allow for questions Get real work done before meeting and use meeting to 'sign on' 	<ul style="list-style-type: none"> Platform for experts to exchange needed information Ask for thorough preparation Make information available ahead of time

Governance	Strength	Strength	Strength	Strength	Strength	Strength
<p>Strength</p> <ul style="list-style-type: none"> Independent institution for control Polarisation between stakeholders means: little chance for hidden data 'direct communication means focus on transparency Liability laws create atmosphere of transparency <p>Weakness</p> <ul style="list-style-type: none"> "Hero culture" creates risk for inside dealing (renumeration) among top people "winner takes all" culture means risk that lobbyists have a too big influence on decisionmaking after sponsoring favourable party 	<p>Strength</p> <ul style="list-style-type: none"> Direct communication > transparency independent position of control institutions control system works by keeping all stakeholders satisfied <p>Weakness</p> <ul style="list-style-type: none"> consensus mentality makes everybody responsible but nobody accountable interdependency between stakeholders can mean that it is is nobodies interest to make things transparent for public scrutiny 	<p>Strength</p> <ul style="list-style-type: none"> commandstructure is very clear levels of authority are very clear <p>Weakness</p> <ul style="list-style-type: none"> Power of decisionmaking is limited to a few people: power corrupts, absolute power corrupts absolutely Controlling institutions are in theory independent, but in reality very sensitive for the interest of powerholders Danger of in group/ outgroup rules 	<p>Strength</p> <ul style="list-style-type: none"> commandstructure is very clear levels of authority are very clear <p>Weakness</p> <ul style="list-style-type: none"> Power of decisionmaking is limited to a few people: power corrupts, absolute power corrupts absolutely Controlling institutions are in theory independent, but in reality very sensitive for the interest of powerholders Danger of in group/ outgroup rules Rules are very sensitive for change of opinions in powergroup 	<p>Strength</p> <ul style="list-style-type: none"> commandstructure is very clear levels of authority are very clear <p>Weakness</p> <ul style="list-style-type: none"> Power of decisionmaking is limited to a few people: power corrupts, absolute power corrupts absolutely Controlling institutions are in theory independent, but in reality very sensitive for the interest of powerholders 	<p>Strength</p> <ul style="list-style-type: none"> Independent institution for control Polarisation between stakeholders means: little chance for hidden data 'direct communication means focus on transparency Rational analysis Verbal fights to ascertain who is right and wrong If unsuccessful last resort- expert makes decision <p>Weakness</p> <ul style="list-style-type: none"> system of institutionalized, corporatist stakeholders means that it is not always in their interest to make information freely available for public scrutiny 	