

Building the Flexible Firm: How to Remain Competitive

Dr. M.G. Heijltjes

Volberda, H.W. *Building the Flexible Firm: How to Remain Competitive*, New York: Oxford University Press, 1998, 349 pagina's

Volberda behandelt in zijn boek "Building the Flexible Firm: How to Remain Competitive" de vraag hoe ondernemingen flexibiliteit kunnen realiseren zonder dat dit ten koste gaat van efficiëntie en kwaliteit. De assumptie die aan deze vraag ten grondslag ligt, is dat ondernemingen in de hedendaagse concurrentie-omgeving niet meer kunnen overleven wanneer zij slechts aandacht besteden aan één van bovengenoemde aspecten. Wanneer echter aan alledrie aspecten aandacht wordt besteed, behandelt de onderneming in een krachtenveld van tegenstrijdige eisen. Enerzijds moet zij een adaptief vermogen ontwikkelen; anderzijds vraagt efficiëntie om verbetering van de status quo. De onderneming moet derhalve leren omgaan met een continue paradox tussen verandering aan de ene kant en stabiliteit aan de andere kant. Het is deze paradox die ten grondslag ligt aan het strategisch raamwerk voor flexibiliteit dat de auteur in de loop van het boek ontwikkelt.

Flexibiliteit wordt in het boek gedefinieerd als de interactie tussen de dynamische vaardigheden van het management enerzijds en de bestuurbaarheid van de organisatie anderzijds. Het ontwikkelen van dynamische vaardigheden is in deze een managementtaak, en de bestuurbaarheid van de organisatie een vraagstuk van organisatie-ontwerp. Het in het boek ontwikkelde model van strategische flexibiliteit bestaat derhalve uit drie bouwstenen:

- 1 de mate van turbulentie in de omgeving (in termen van dynamiek, onvoorspelbaarheid en complexiteit);

- 2 de dynamische vaardigheden van het management (in termen van variëteit in capaciteiten en snelheid van reageren) en
- 3 het organisatie-ontwerp (in termen van technologie, structuur en cultuur).

Het vermogen om deze drie elementen op elkaar af te stemmen – en zo een oplossing te vinden voor de paradox – wordt metaflexibiliteit genoemd. Deze metaflexibiliteit resulteert in een typologie van vier mogelijke flexibele organisatievormen:

- In een stabiele omgeving leidt een optimale configuratie tot de *rigide organisatievorm*, waarin het management weinig dynamische vaardigheden bezit en er sprake is van een mechanische structuur, routine-technologie en conservatieve cultuur.
- In een matig turbulente omgeving leidt een optimale afstemming tot de *planmatige organisatievorm*. In deze organisatie beschikt het management over meer dynamische vaardigheden en wordt gebruikgemaakt van een niet-routinematige technologie in de context van een mechanische structuur en conservatieve cultuur.
- Wanneer de omgeving turbulent te noemen is, voldoet de *flexibele organisatievorm* het best. In deze vorm beschikt het management over

Dr. Mariëtte C. Heijltjes is als universitair docent verbonden aan de sectie Organisatie van de vakgroep Managementwetenschappen van de Universiteit Maastricht. Haar onderzoek- en onderwijsactiviteiten richten zich met name op de gebieden strategisch management, management control en human resource management. Tevens is zij directeur van het Executive MBA Program, Universiteit Maastricht - Haus der Technik.

Building The Flexible Firm How To Remain Competitive

Henk W. Volberda



Building The Flexible Firm How To Remain Competitive:

Building the Flexible Firm Henk W. Volberda, 1999-01-14 How do firms cope with changing environments Is flexibility really the solution How can we measure a firm's flexibility Can a more flexible firm be created Based on an Igor Ansoff Award winning study and now available for the first time in paperback Henk Volberda's *Building the Flexible Firm* shows how flexibility has become the new strategic challenge for contemporary firms Although traditional organizational forms have worked well in the relatively stable environments of the past the globalization of markets rapid technological change shortening product life cycles and increasing aggressiveness of competitors have radically altered the ground rules for competing in the 1990s and beyond Increased competition forces firms to move more quickly and boldly than before and to experiment in ways that do not conform to traditional administrative theory This book offers a wealth of insights into the way firms can increase their flexibility It is based on extensive interviews with practitioners and supported by many longitudinal case studies on flexibility improvement within large corporations The author provides a strategic framework which explains what types of flexibility are effective under different organizational conditions and environmental characteristics He also demonstrates an integrated method for diagnosing a firm's flexibility and for guiding the transition to greater flexibility and responsiveness

Building the Flexible Firm Henk Wiltje Volberda, 1998 How do managers reconcile the conflicting forces of change and stability How do they promote order and control while having to learn to innovate and respond This book shows how for many firms flexibility has become the new strategic challenge

Rethinking Strategy Henk W. Volberda, Tom Elfring, 2001-01-09 Readers interested in an overview of important aspects of the strategy field will find this book a helpful volume to add to their shelves *Administrative Sciences Quarterly* This is a new overview of the strategy field with internationally renowned contributors summarizing the latest directions and developments in strategic management theory in the context of their theoretical roots in economics organization theory and systems theory The contributors outline the most promising new directions on the basis of a systemic treatment of paradigms or schools of thought in strategy redrawing firm boundaries developing dynamic capabilities and discovering viable strategy configurations The volume will be an invaluable companion to advanced courses in strategy and management used as a reader alongside case material and field studies As well as providing a summary and evaluation of the different schools of thought in strategy the volume offers a synthesis of the American and European approaches

The Oxford Handbook of Strategy David O. Faulkner, Andrew Campbell, 2006-04-06 The *Oxford Handbook of Strategy* covers the key subject areas and issues currently under discussion in the field of strategy It unites a team of contributors who are all authorities on the topic of their chapter The handbook will be of considerable value to researchers graduate students and teachers whose interest in the subject area has advanced beyond that of the traditional textbooks and to managers and consultants who seek an authoritative accessible and up to date discussion of the fundamentals of strategy Chapters examine six key areas Approaches to Strategy Strategic Analysis and

Formulation Corporate Strategy International Strategy Strategies of Organizational Change and Strategic Flexibility and Uncertainty

Encyclopedia of Human Resources Information Systems: Challenges in e-HRM Torres-Coronas, Teresa, Arias-Oliva, Mario, 2008-07-31 Analyzes key critical HR variables and defines previously undiscovered issues in the HR field

The Conversational Firm Catherine J. Turco, 2016-09-06 A fast growing social media marketing company TechCo encourages all of its employees to speak up By promoting open dialogue across the corporate hierarchy the firm has fostered a uniquely engaged workforce and an enviable capacity for change Yet the path hasn't always been easy TechCo has confronted a number of challenges and its experience reveals the essential elements of bureaucracy that remain even when a firm sets out to discard them Through it all TechCo serves as a powerful new model for how firms can navigate today's rapidly changing technological and cultural climate Catherine J Turco was embedded within TechCo for ten months The Conversational Firm is her ethnographic analysis of what worked at the company and what didn't She offers multiple lessons for anyone curious about the effect of social media on the corporate environment and adds depth to debates over the new generation of employees reared on social media Millennials who carry their technological habits and expectations into the workplace Marshaling insights from cultural and economic sociology organizational theory economics technology studies and anthropology The Conversational Firm offers a nuanced analysis of corporate communication control and culture in the social media age

Second European Conference on Knowledge Management Dan Remenyi, 2001

Reinventing Business Models Henk Wiltje Volberda, Frans A. J. Van Den Bosch, Kevin Heij, 2018 Re-inventing Business Models concentrates on the how and when of business model innovation It provides managers with menus to outperform competitors and helps them choose between improving the existing business model and radically renewing it The conclusions are supported by the authors own research and case studies

Integrated Performance Management Kurt Verweire, Lutgart Berghe, 2004-12-23 Linking various disciplines and management functions Integrated Performance Management provides the reader with a concrete framework to manage organizations successfully The authors do not isolate a single strategy to manage performance Instead the book focuses on a range of strategies providing the reader with an introduction to each one The concepts under analysis were developed through intense dialogue with business managers While maintaining academic rigour Integrated Performance Management presents ideas that students will find relevant outside of the classroom Postgraduate and MBA students in a range of areas including strategy accounting finance operations management marketing leadership and human resource management will find this book useful

The New Professional Service Firm L. Martin van der Mandele, Henk W. Volberda, Rob B. Wagenaar, 2022-10-27 The authors of this book alert that professional services like law accountancy and consultancy firms are set to face major disruption The most important driver and enabler are the new technologies that help and in part substitute the work done by professionals The second important disruptor is the new generation of professionals NewGen who are less interested in building their careers in a hierarchical organization and more

interested in entrepreneurial challenges in small teams with more rapid returns In the meanwhile major service conglomerates the big four accounting firms the big three consulting firms to name a few examples build their network using their brand and substantial resources All along the relentless pressure from clients to receive more services at lower cost continues Medium sized professional firms as well as one person independents appear to suffer most from these disruptions and are most anxious to find new ways to conduct their business But the leaders of large firms also feel that they are increasingly unable to support the innovative entrepreneurship of their most promising professionals while their organizations institutionalize and their overheads continue to grow This book proposes a new orientation and model of a professional service firm as an answer to these challenges by creating a Professional Service Community It is a synergistic team of organizations that share a vision of their role in society and main lines of their mission as well as the quality of their deliverables and their key clients At the same time they are independent in designing their internal business models like recruitment training knowledge management and economics The Professional Service Community provides a unique and highly attractive level of entrepreneurship flexibility and efficiency to the benefit of its clients partners staff and other stakeholders It is the way of the future

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In a fast-paced world fueled by information and interconnectivity, the spellbinding force of linguistics has acquired newfound prominence. Its capacity to evoke emotions, stimulate contemplation, and stimulate metamorphosis is really astonishing. Within the pages of "**Building The Flexible Firm How To Remain Competitive**," an enthralling opus penned by a very acclaimed wordsmith, readers attempt an immersive expedition to unravel the intricate significance of language and its indelible imprint on our lives. Throughout this assessment, we shall delve to the book is central motifs, appraise its distinctive narrative style, and gauge its overarching influence on the minds of its readers.

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