

Hvordan forstår vi den styringsudfordring, vi står over for?

Holger Højlund, MDI, 23. oktober

Styring i det moderne samfund

- Høj kompleksitet – vanskeliggør tillid (Luhmann)
- Organisationer (Beslutninger, styring og strategi)
- Nedbringelse af kompleksitet, kan kun ske gennem at der dannes ny kompleksitet (styringsparadoks/styringens umulighedsbetingelse)

Strategi

Strategi er nødvendigt, når kompleksiteten er så høj, at man ikke kan nøjes med at have tillid til styringen?

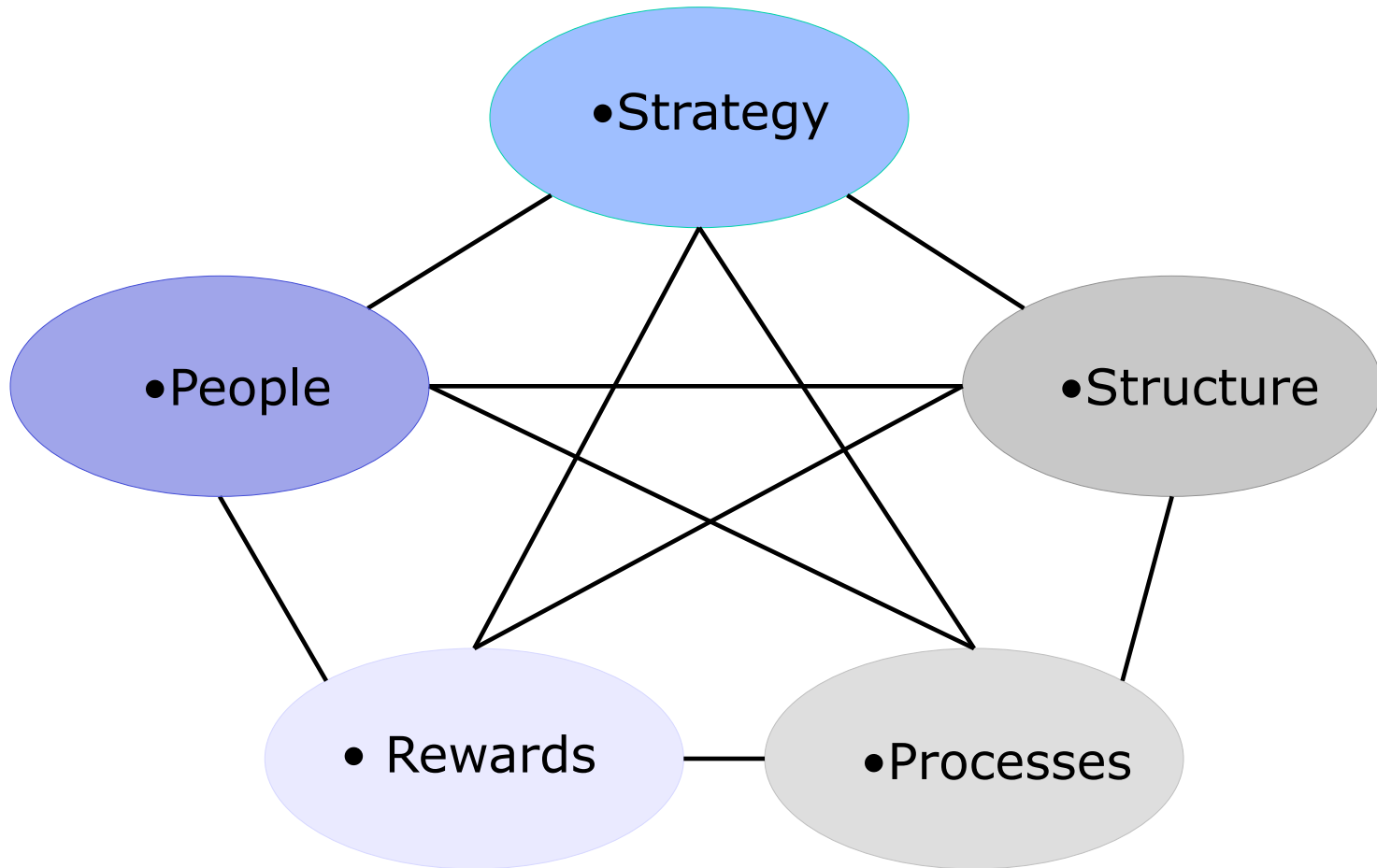
Organisationer har strategier for at:

- Sikre sig mod **fremtiden**
- Stabilisere **opgaveløsningen**
- Sikre de **organisatoriske samspil**
- Skabe tydelig **identitet**

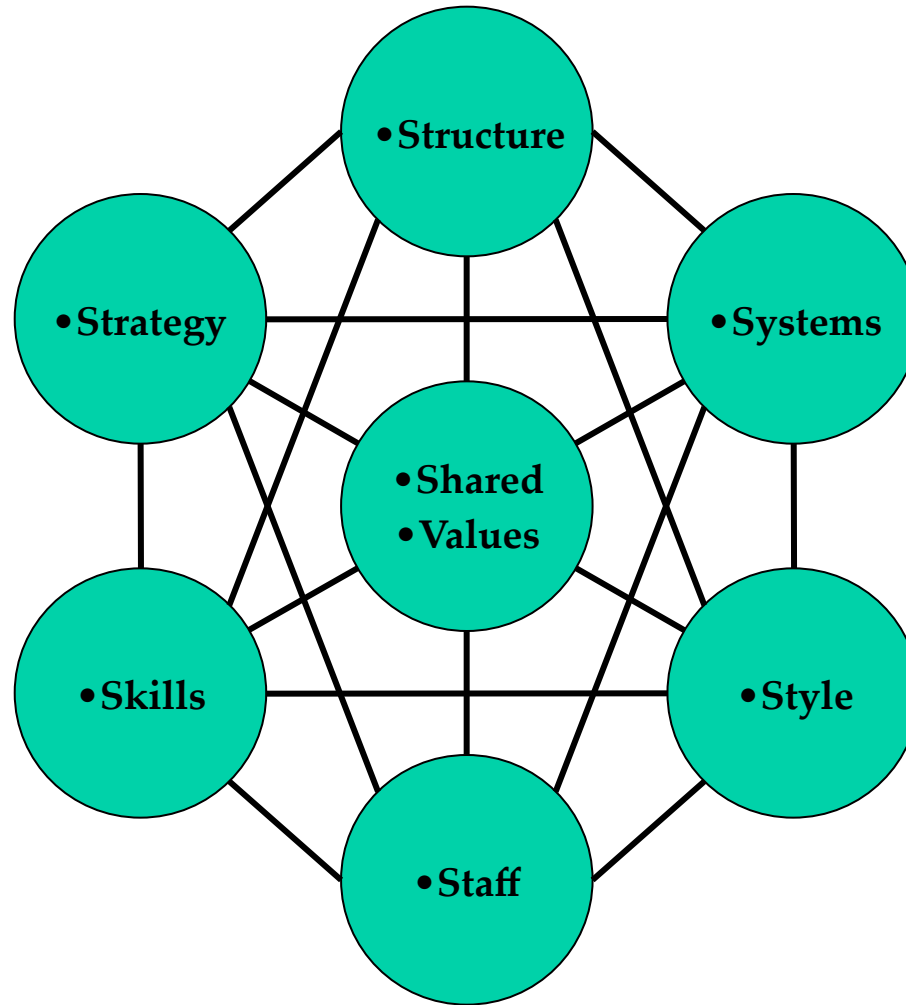
Strategi

- Hvad er formålet med organisationen? Hvordan sikrer den sig succes i aktiviteterne?
- Det handler om hvilke mål organisationen vil opnå, og hvordan den vil opnå dem, hvilken retning den skal bevæge sig for at opnå succes

The Star Model (Galbraith, 2002)



McKinsey's 7S



Dave Ulrich's Organizational Architecture

Source: Dave Ulrich (1996)

Competencies

To what extent do those involved master the necessary competencies?
How to ensure we acquire or develop the necessary competencies?

Leadership

To what extent do we have the leadership capacity including leadership potential?
What should we do to develop our leaders and/or successors?

Shared Mindset

To what extent do those involved have a common understanding of strategies, targets and actions required for success of the strategy?

Strategy

Governance

What are the strengths and weaknesses of the current organisational structure in relation to the strategy?
To what extent do we have the necessary communications systems and policies?

Consequences

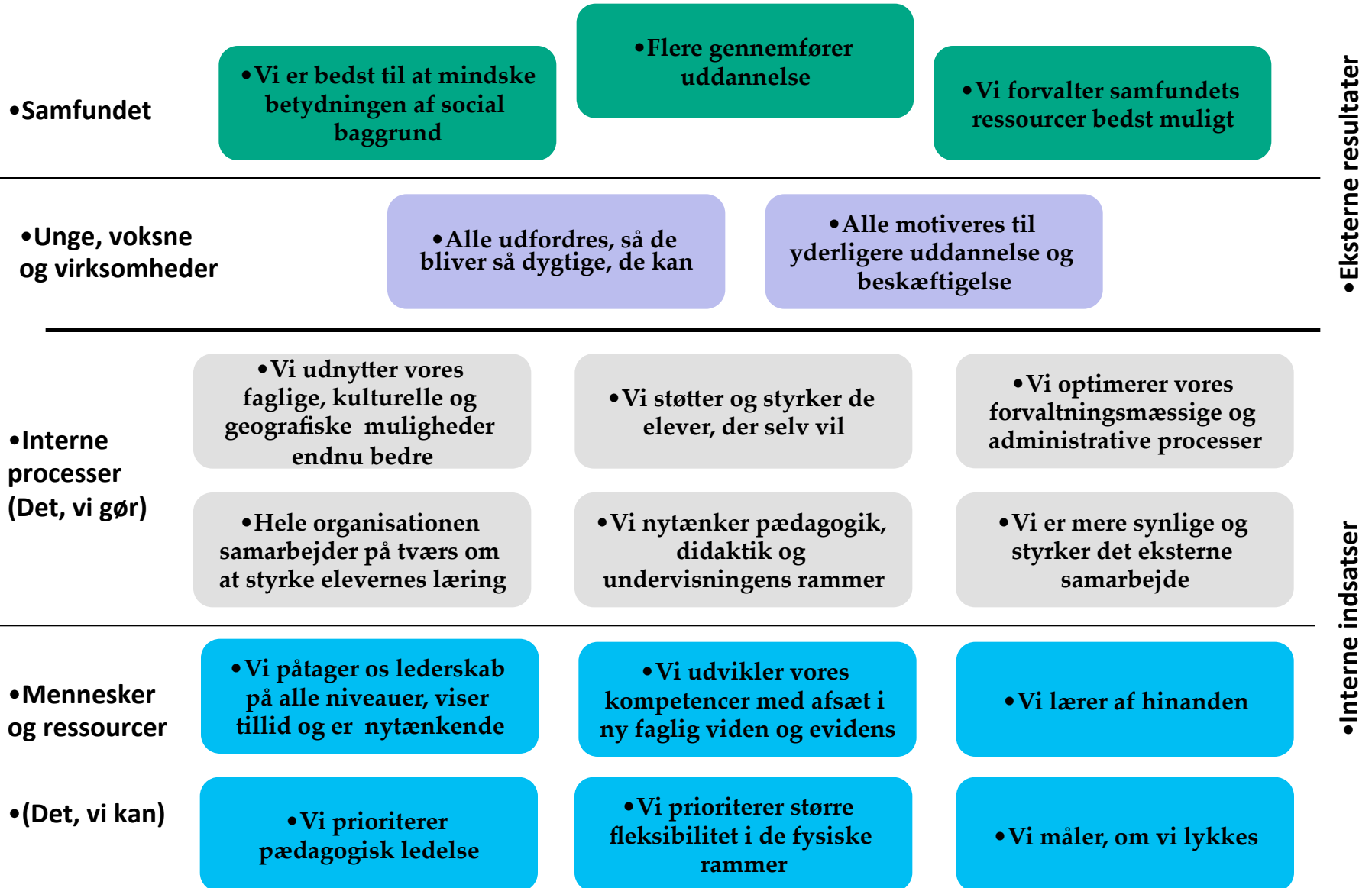
To what extent do we have the right performance management system (measures, rewards, and incentives) to drive implementation of the strategy? .

Work processes

To what extent do we have the ability to improve important work processes, to change, to work across organizational boundaries and to learn in order to realize the strategy?



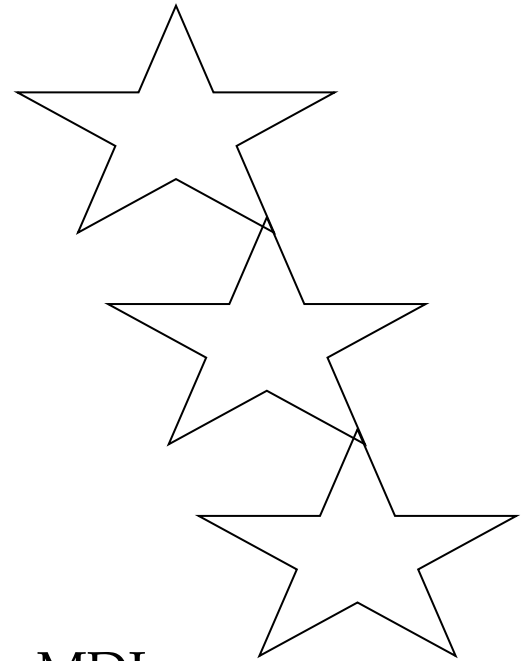
Strategikort



Flere samtidige strategier

Københavns kommune

Daginstitution



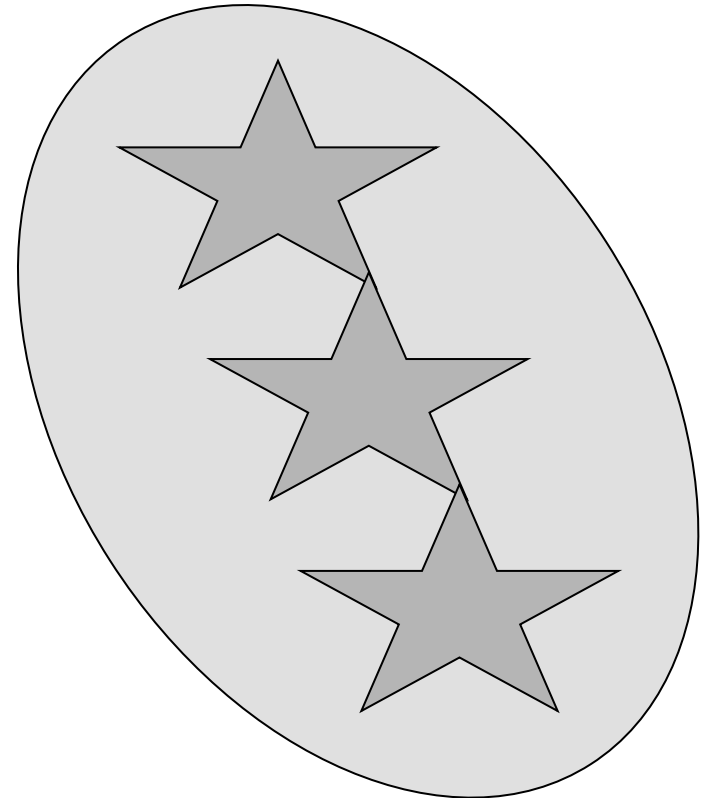
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Partnerskab: En strategi for strategierne

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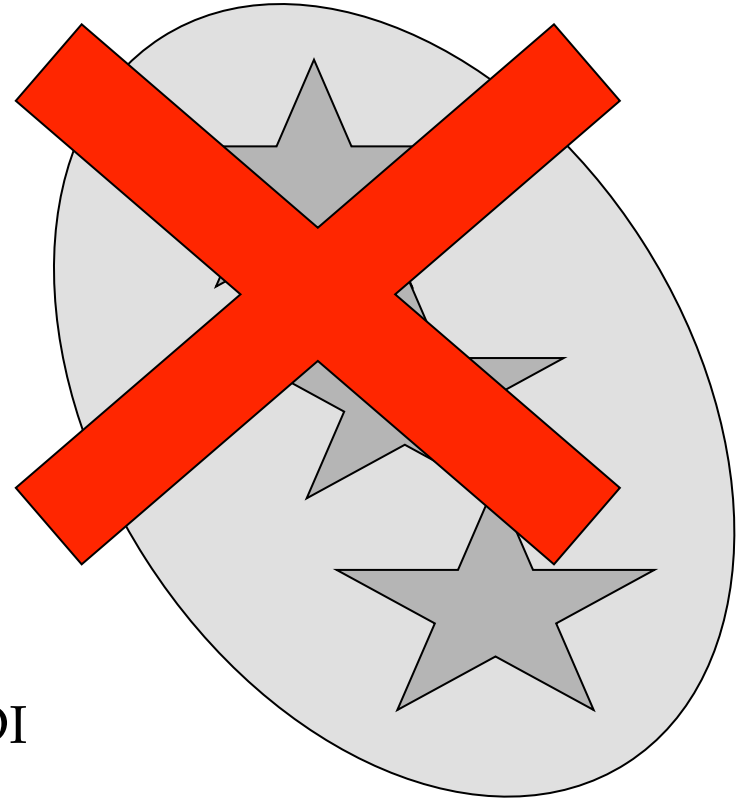


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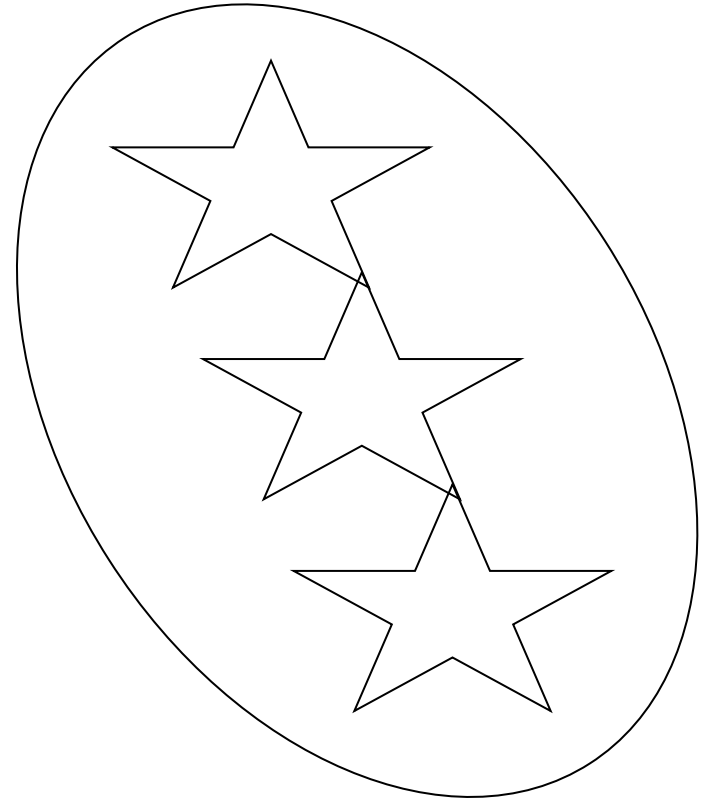


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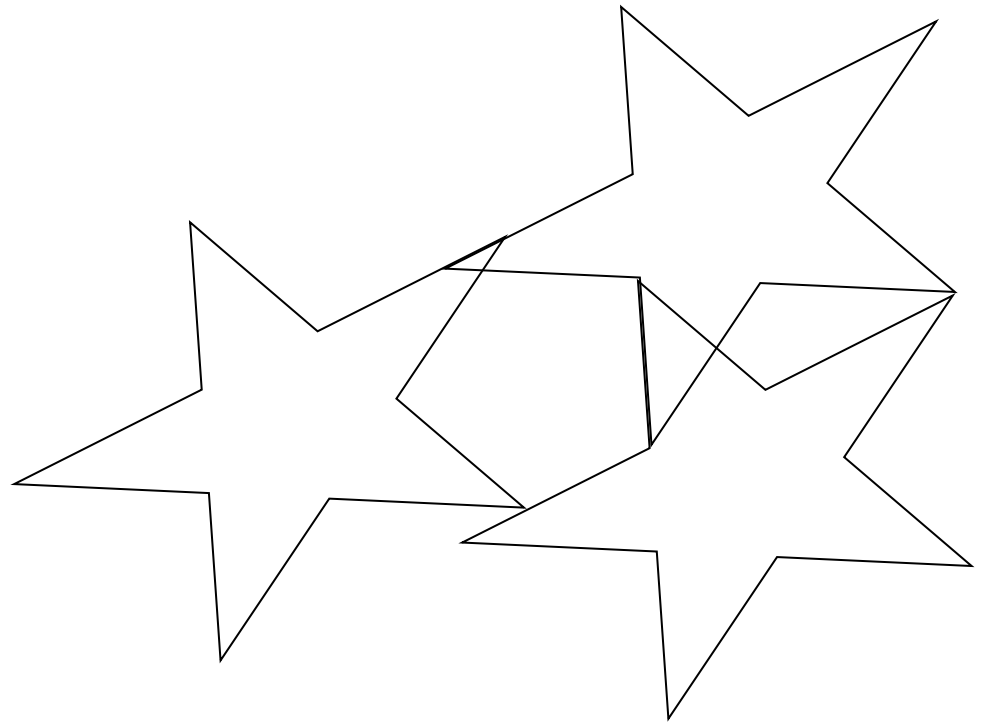


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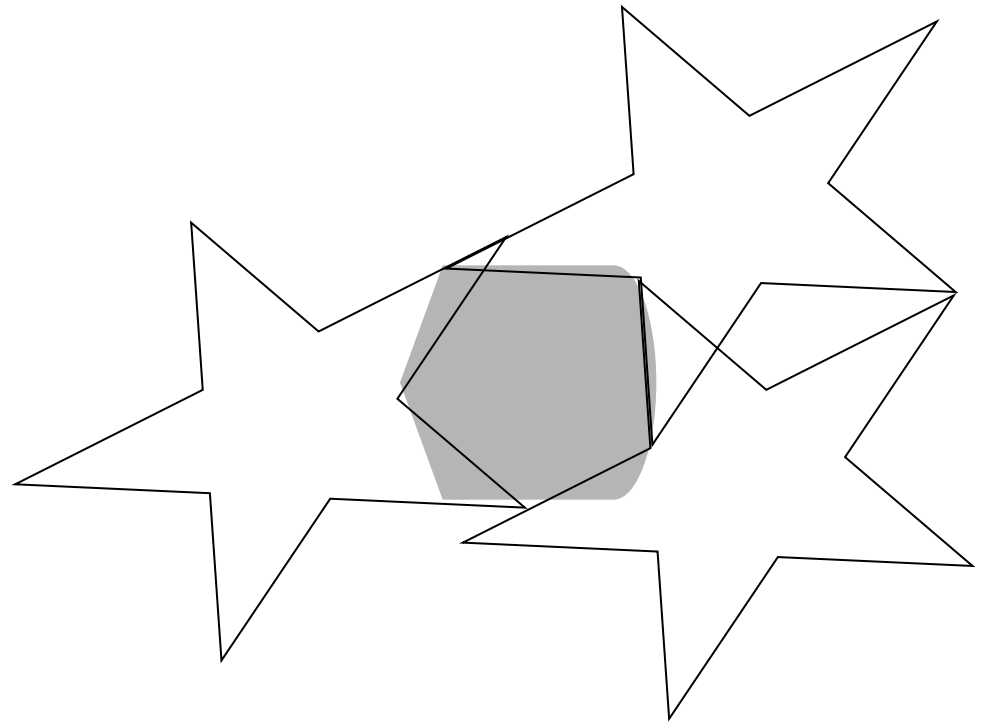


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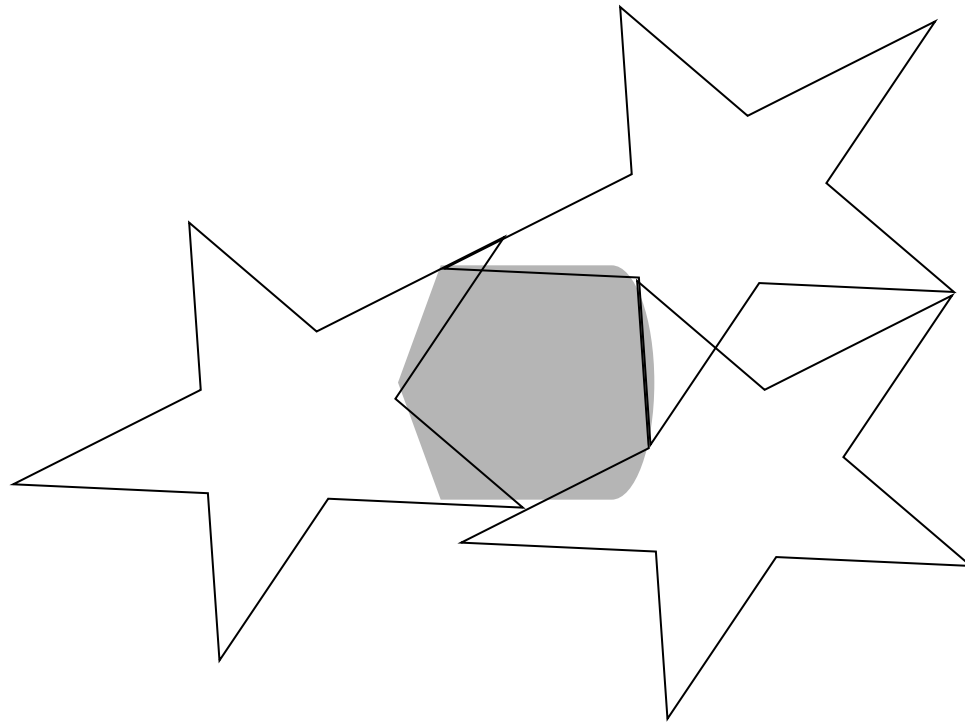
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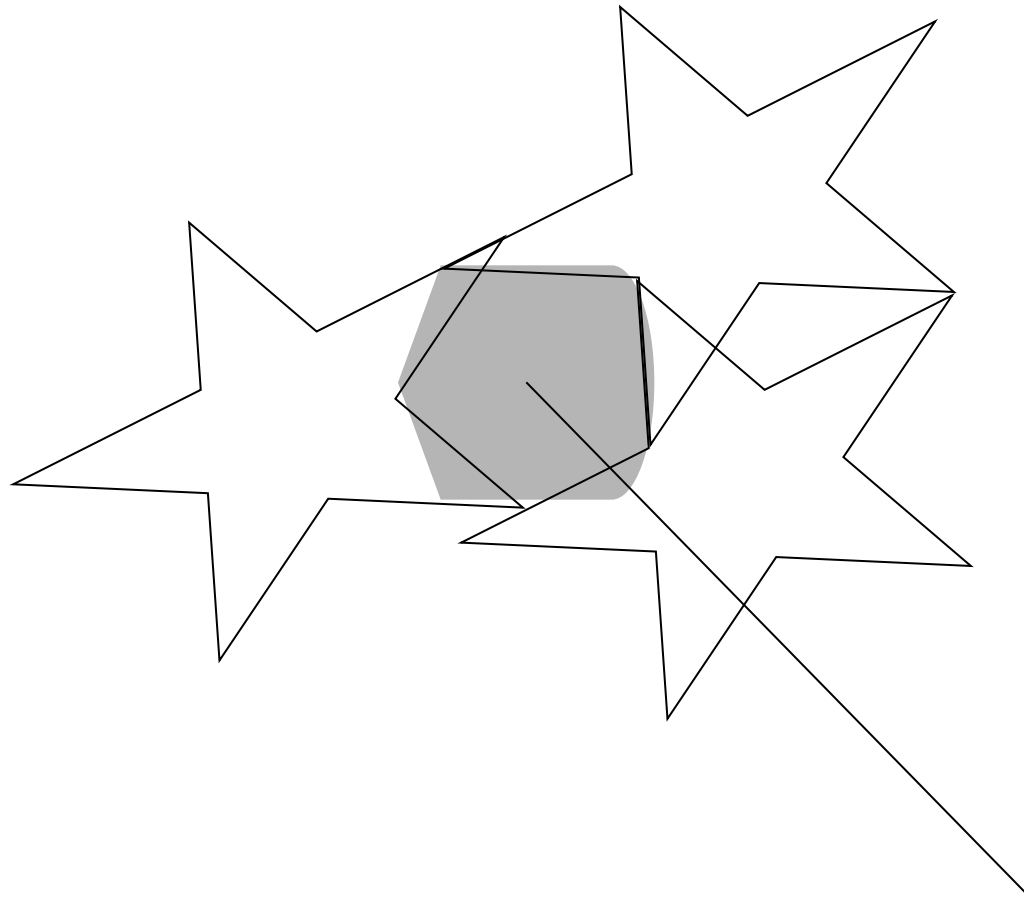
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Potentialitet



Potentialitet



Strategisk rum for ”strategisk ustyrlighed”