



Logical Incrementalism
and the
Information Age Leader





Critical Strategic Issues

- **Hard Decisions -**
 - Product-market position, resource allocation, advertising, ...
 - **Soft Decisions**
 - Overall organizational structure; basic management style
 - Relationships with the government or other external interest groups
 - Acquisition, divestiture, or divisional control practices
 - International posture and relationships
 - Innovative capabilities or personnel motivations as affected by growth
 - Worker and professional relationships reflecting changed social expectations and values
 - Past or anticipated technological environments
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Formal Assumptions and Environmental Realities

- **Formal Assumptions**

- The strategic manager adapts & coaligns organization to environment.
- Top management decides on a mission/strategy.
- Good strategies can control organizational outcomes.

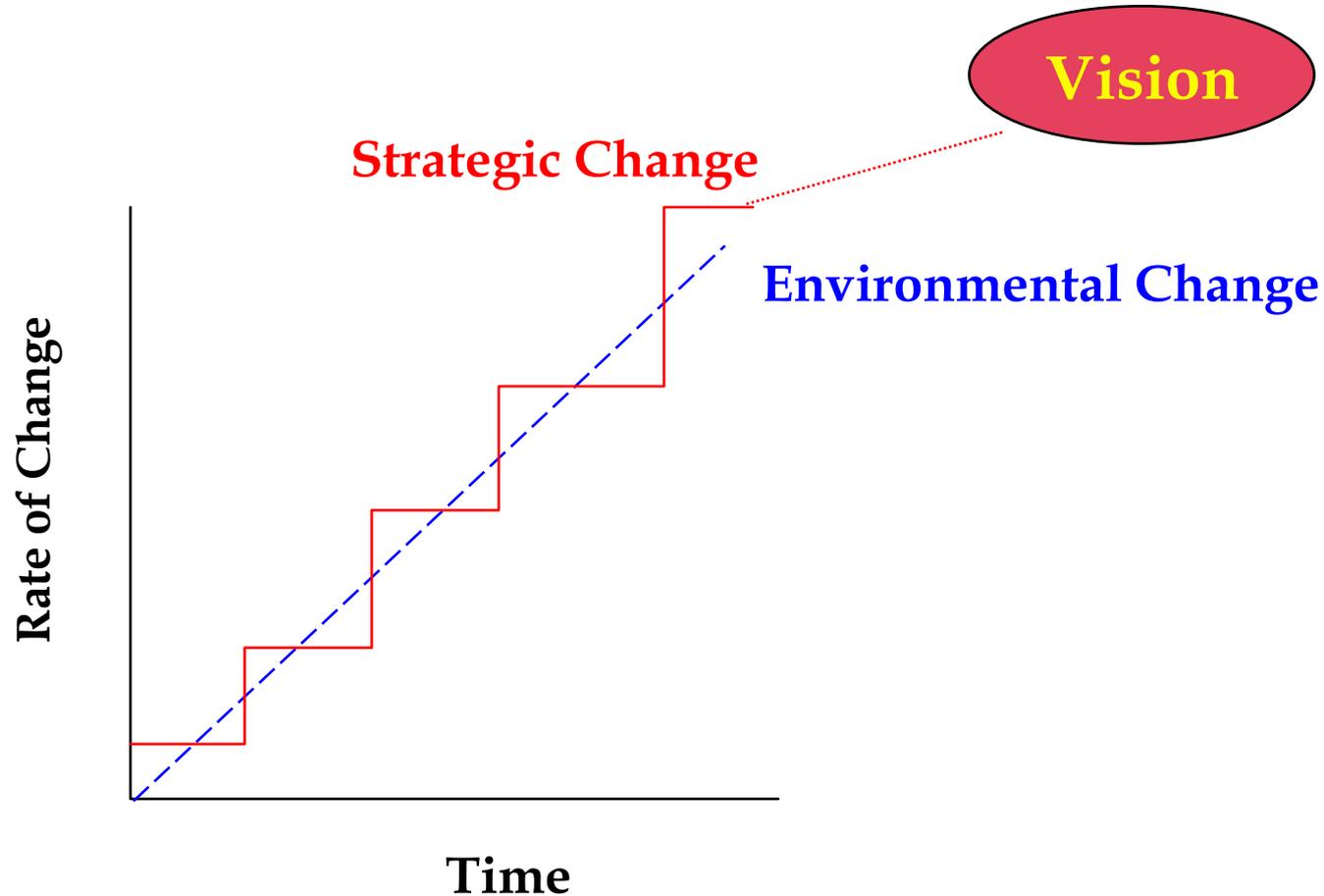
- **Environmental Realities**

- Environment cannot be understood or predicted.
- Change proceeds much faster & more radically than the organization can change its form.
- Diverse strategies intensify turbulence; larger system is suboptimized.
- Control over future outcomes is impossible.
- Myths of control are frustrated by realities of change.



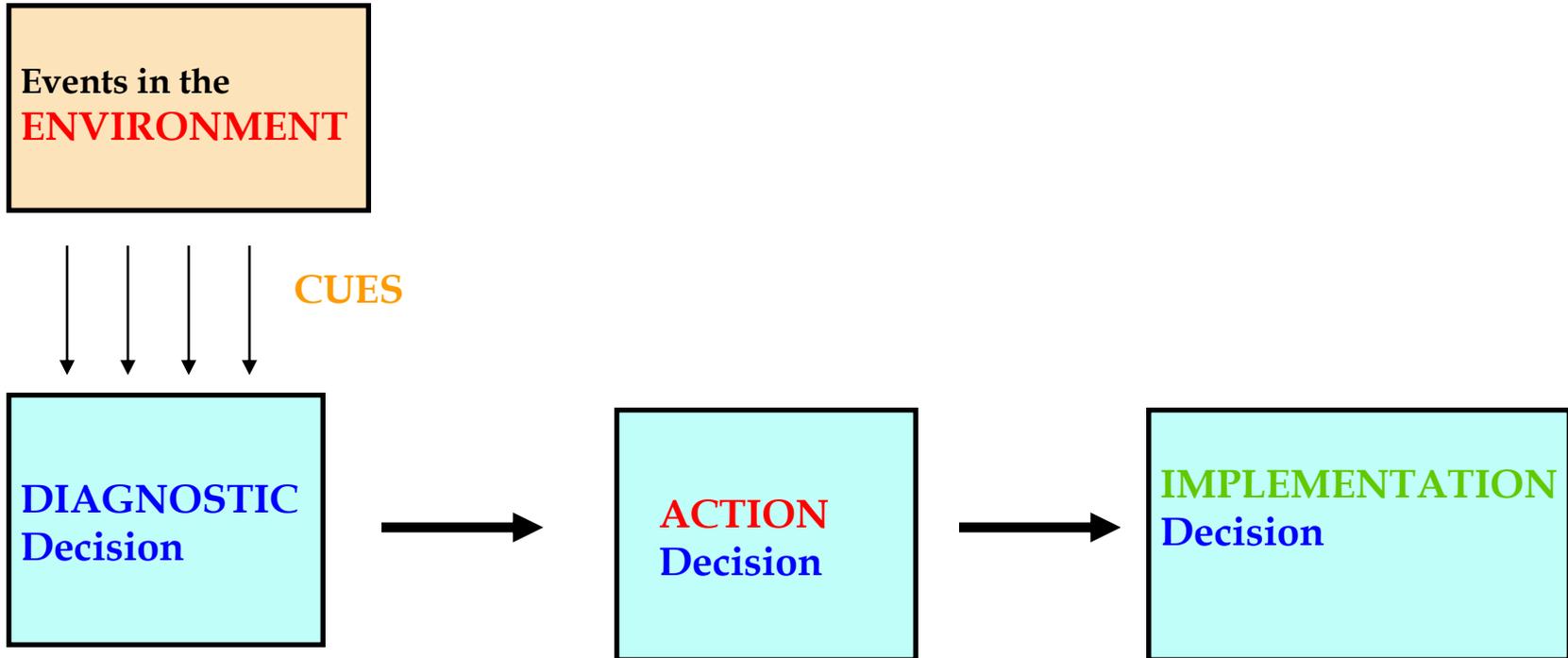


Decisions & Incremental Change





Psychology of Decision Making



Psychology of Decision Making

