

THE MCKINSEY 7-S MODEL OF ORGANIZATIONAL EFFECTIVENESS

(Developed by Robert H. Waterman and Tom Peters, this model has been used successfully by many consulting agencies to help organizations examine themselves and plan a systematic change effort. For more information, contact www.mckinsey.com)

The Three “Hard” S’s

STRATEGY: What actions are to be taken in response or anticipation of changes in the external environment. How the organization plans to create value.

STRUCTURE: How the tasks are to be divided and assigned while still providing coordination across the tasks. How to balance specialization (differentiation) and integration.

SYSTEMS: All the procedures to be used (both formal and informal) to operate the organization (e.g. work rules, training, budgeting, etc.)

The Four “Soft” S’s

STYLE: The actions and words of management as they try to get work done through others including any symbolic and cultural behaviors too.

STAFF: The "people" or “relations” dimensions of the business. How people are treated. What socialization and development actions are being taken.

SKILLS: The dominating attributes and capabilities available within the organization. The things we do best.

SHARED VALUES/SUPERORDINATE GOALS: The guiding concepts that provide focus for organizational behavior. The sets of values and aspirations that form the fundamental ideas around which the business is built. These concepts/goals/values must be stated succinctly and readily and frequently communicated.