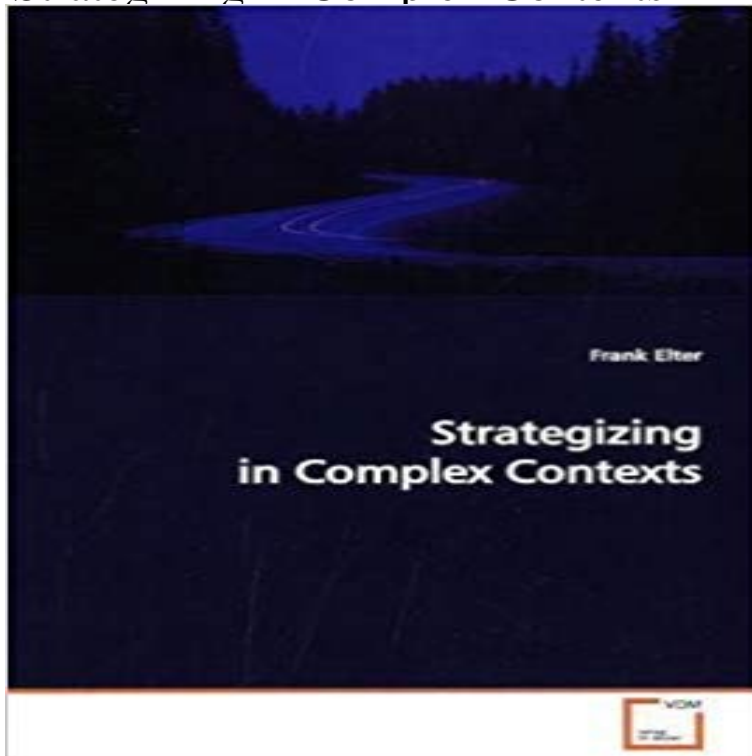


Strategizing in Complex Contexts



The issue of how strategizing takes place in complex contexts is explored in this in-depth study of one complex firm operating in complex environments. The research focuses on manager and staff activities addressing strategic issues and how those activities attempt to shape the future of the firm. Twenty subsystems have been identified in the firm investigated. These subsystems form a network of interdependent subsystems. The various subsystems in organizations form an overall strategizing system. Nine integration mechanisms are identified and described. The integration mechanisms have been found to play a key role in translating and integrating issues and subsystems and in integrating subsystems with interdependencies. Such strategy processes tend to result in incremental adjustments of the present organization. When organizations are confronted with strategic issues for which it does not have appurtenant subsystems, management faces a fundamental strategic decision as to whether new subsystems should be created. The presence of subsystems has significant consequences for the speed with which the organization can handle issues.

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