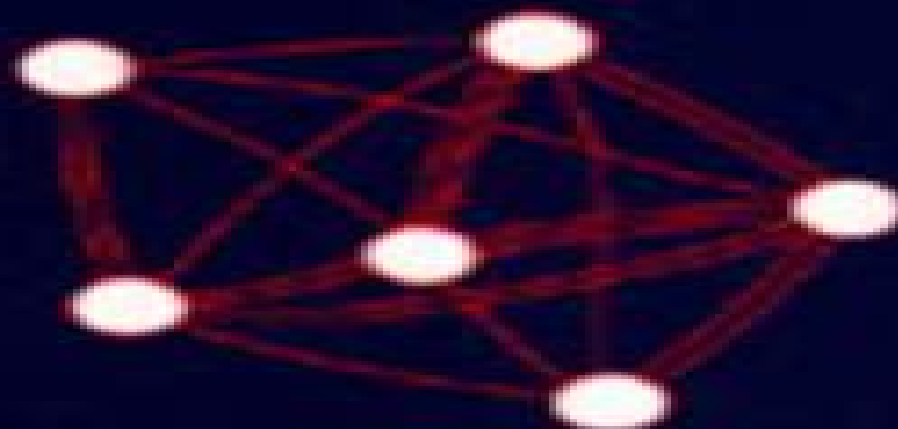


# COORDINATION WITHOUT HIERARCHY

INFORMAL STRUCTURES IN  
MULTIORGANIZATIONAL  
SYSTEMS



DONALD CHISHOLM

# Coordination Without Hierarchy Informal Structures In Multiorganizational Systems

**Evan Andrew Feigenbaum**



## **Coordination Without Hierarchy Informal Structures In Multiorganizational Systems:**

Coordination Without Hierarchy Donald Chisholm, 1989 The organizational history of American government during the past 100 years has been written principally in terms of the creation of larger and larger public organizations Beginning with the Progressive movement no matter the goal the reflexive response has been to consolidate and centralize into formal hierarchies That efficiency effectiveness and accountability and the coordination necessary to achieve them are promoted by such reorganizations has become widely accepted Borrowing from social psychology sociology political science and public administration and using the public transit system of the San Francisco Bay area for illustrative purposes Donald Chisholm directly challenges this received wisdom He argues that contrary to contemporary canons of public administration we should actively resist the temptation to consolidate and centralize our public organizations Rather we should carefully match organizational design with observed types and levels of interdependence since organizational systems that on the surface appear to be tightly linked webs of interdependence on closer examination often prove decomposable into relatively simpler subsystems that may be coordinated through decentralized informal organizational arrangements Chisholm finds that informal channels between actors at different organizations prove remarkably effective and durable as instruments of coordination Developed and maintained as needed rather than according to a single preconceived design informal channels along with informal conventions and contracts tend to match interorganization interdependence closely and to facilitate coordination Relying on such measures reduces the cognitive demands and obviates the necessity for broadscale political agreement typical of coordination by centralized formal organizations They also advance other important values that are frequently absent in formally consolidated organizations such as reliability flexibility and the representation of varied interests *Coordination Without Hierarchy* is an incisive penetrating work whose conclusions apply to a wide range of public organizations at all levels of government It will be of interest to a broad array of social scientists and policymakers In an earlier version *Coordination Without Hierarchy* received the American Political Science Association 1985 Leonard D White Award for the best doctoral dissertation in the field of public administration including broadly related problems of policy formation and administrative theory

**Coordination Without Hierarchy** Donald William Chisholm, 1989-01-01 An examination of organizational behavior within the context of San Francisco Bay Area transit organizations and the Metropolitan Transportation Commission

*Approaches to Global Governance Theory* Martin Hewson, Timothy J. Sinclair, 1999-08-26 As the debate over global governance heats up *Approaches to Global Governance Theory* offers a guide to this new terrain The contributors advocate approaches to global governance that recognize fundamental political economic technological and cultural dynamics that engage social and political theory and that go beyond conventional international relations theory We are offered here a guide to this new terrain Beginning with a chapter tracing the emergence of global governance analysis in the 1990s *Approaches to Global Governance Theory* also responds to alternative

theoretical conceptions James N Rosenau explores the ontology of global governance In addition Robert Latham develops a critique of Rosenau s thinking while Michael G Schechter examines the limits of the Commission for Global Governance s widely publicized 1995 report and Ronen Palan asks critically Who is to be governed by global governance Other chapters develop analyses of global governance phenomena Technological change is addressed by Karen T Litfin on environmental satellites and Edward A Comor on broadcast satellites M Mark Amen examines developments in credit and shifts in political identity are mapped by Yale H Ferguson and Richard W Mansbach Also developments in information and knowledge are considered by Tony Porter In addition chapters advocate new directions for global governance analysis Timothy Sinclair suggests a focus on the level of the commonplace Martin Hewson proposes long term analysis of world order informationalism and Ronnie D Lipschutz makes a case for the importance of global civil society

**Organization at the Limit** William Starbuck, Moshe Farjoun, 2005-09-12 The book offers important insight relevant to Corporate Government and Global organizations management in general The internationally recognised authors tackle vital issues in decision making how organizational risk is managed how can technological and organizational complexities interact what are the impediments for effective learning and how large medium and small organizations can and in fact must increase their resilience Managers organizational consultants expert professionals and training specialists particularly those in high risk organizations may find the issues covered in the book relevant to their daily work and a potential catalyst for thought and action A timely analysis of the Columbia disaster and the organizational lessons that can be learned from it Includes contributions from those involved in the Investigation Board report into the incident Tackles vital issues such as the role of time pressures and goal conflict in decision making and the impediments for effective learning Examines how organizational risk is managed and how technological and organizational complexities interact Assesses how large medium and small organizations can and in fact must increase their resilience Questions our eagerness to embrace new technologies yet reluctance to accept the risks of innovation Offers a step by step understanding of the complex factors that led to disaster

*Encyclopedia of Governance* Mark Bevir, 2007 **Software Process Change** Qing Wang, 2006-05-09 This book constitutes the refereed proceedings of the First joint International Software Process Workshop and the International Workshop on Software Process Simulation and Modeling SPW ProSim 2006 The 34 revised full papers presented together with 4 keynote addresses are organized in topical sections on process tailoring and decision support process tools and metrics process management process representation analysis and modeling process simulation modeling process simulation applications and experience report *Recommendations and Reports* Administrative Conference of the United States, 1992

**The Structure and Strategies of Interest Groups in Political Alliances** Matthew A. Zafonte, 1999 *A London Bibliography of the Social Sciences*, 1931 Vols 1 4 include material to June 1 1929 International Law and Global Governance Michelle Sanson, 2008 *Sustainable Development in Europe* Uwe Schubert, Eckhard Störmer, 2007 This is a

concise analysis of the current state of the art of evaluating sustainable development policies programmes and projects in Europe

**Improving Governance** Laurence E. Lynn (jr.), Carolyn J. Heinrich, Carolyn J. Hill, 2001 Policymakers and public managers around the world have become preoccupied with the question of how their goals can be achieved in a way that rebuilds public confidence in government Yet because public policies and programs increasingly are being administered through a complicated web of jurisdictions agencies and public private partnerships evaluating their effectiveness is more difficult than in the past Though social scientists possess insightful theories and powerful methods for conducting empirical research on governance and public management their work is too often fragmented and irrelevant to the specific tasks faced by legislators administrators and managers Proposing a framework for research based on the premise that any particular governance arrangement is embedded in a wider social fiscal and political context Laurence E Lynn Jr Carolyn J Heinrich and Carolyn J Hill argue that theory based empirical research when well conceived and executed can be a primary source of fundamental durable knowledge about governance and policy management Focusing on complex human services such as public assistance child protection and public education they construct an integrative multilevel logic of governance that can help researchers increase the sophistication power and relevance of their work Examining the Practice of Integrated Environmental Management Richard D. Margerum, 1995 *The Military Transforms China* Evan Andrew Feigenbaum, 1997 *Organizational Learning in Rural Development Agencies* Terence Stirling Hughes, 1991 The Korean Journal of Policy Studies, 1992 *Contracts and Covenants* Bryan Husted (William), 1990 **The Politics of Social Networks** Astrid Hedin, 2001 **International Cooperation in Response to AIDS** Leon Gordenker, 1995 This study explores the role of interorganizational relations and social networks in facilitating or conversely frustrating co operation in response to the HIV AIDS epidemic It begins with an historical overview of AIDS as it relates to transnational policy processes and a critical review of the limitations of orthodox international relations approaches for describing and explaining such international co operation The book goes on to examine crucial aspects of the co operation process including politics of agenda setting when how and why did organizational players and individual leaders come to pay serious attention to the AIDS issue at the international level **Strategic Responses to Media Market Changes** Robert G. Picard, 2004

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