

# BRIEF ANALYSIS OF SOME SOURCES OF MANAGERIAL INNOVATION

## Tudor CIUMARA, PhD<sup>i</sup>

### Rezumat

Această lucrare a fost realizată în cadrul proiectului "Cercetarea științifică economică, suport al bunăstării și dezvoltării umane în context european", cofinanțat de Uniunea Europeană și Guvernul României din Fondul Social European prin Programul Operațional Sectorial Dezvoltarea Resurselor Umane 2007-2013, contractul de finanțare nr. POSDRU/89/1.5/S/62988". Titlurile și drepturile de proprietate intelectuală și industrială asupra rezultatelor obținute în cadrul stagiului de cercetare postdoctorală aparțin Institutul Național de Cercetări Economice "Costin C. Kirițescu" al Academiei Române.

În articol sunt prezentate rezultatele unei cercetări ce a pornit de la întrebarea "Cine generează marile schimbări în practicile manageriale?". Am analizat 50 de modele de management apărute în ultimii 70 de ani. Răspunsurile obținute indică faptul că în general noile modele de management sunt dezvoltate de reprezentanți ai mediului academic și de consultanți în management. Se constată o aparentă accelerare a ratei de apariție de noi modele de management.

## Abstract

This paper is supported by the Sectorial Operational Programme Human Resources Development (SOP HRD), financed from the European Social Fund and by the Romanian Government under the contract number SOP HRD/89/1.5/S/62988.

<sup>&</sup>lt;sup>i</sup> Scientific researcher III, Centre of Financial and Monetary Research "Victor Slävescu", Romanian Academy.

This paper presents results of a research that started with the question "Who generates the major changes in managerial practices?". We analysed 50 management models that emerged in the last 70 years. The responses obtained show that the new management models are generally developed by academics and management consultants. There is an apparent acceleration in the rate of appearance of new management models.

Keywords: managerial innovation, consultancy, management models

### JEL classification: M10, O31

This paper is a brief analysis of some sources of managerial innovation. Generally, all that is related to the activity of companies may be perfected: their products or services, the marketing activities, the technologies used, the way the staff is trained, the relation with the environment etc. Innovation is one of the ways to obtain these improvements. Just like all the other aspects of company operation such as the products, services or technologies are influenced by processes of innovation, management too can be improved by innovation. After all, the way that the companies are run doesn't remain unchanged and smaller or bigger changes keep being noticed in time.

The managerial innovation can be defined as the introduction of new management practices in the company with the purpose to upgrade its performance (Birkinshaw and Mol, 2009). Hamel and Breen (2010) introduce another perspective on the managerial innovation which they see as a practice that can change substantially the management activity and changes significantly the standard practices of a company; these changes make the company accomplish its goals.

The actual form taken by the managerial innovations can vary or can be interpreted or perceived differently. For instance, Hamel (2006) proposed a list of 12 innovations which impacted strongly on modern management. These innovations have been selected together with Birkinshaw and Mol from a much larger set of management innovations, depending on the scale of innovation, the competitive advantage it provided to the companies which adopted

#### Microeconomics

the innovation first and the persistence of the innovation to the present moment. The most important managerial innovations selected according to these criteria are:

- The Scientific management;
- The analytical Cost accounting and variance analysis;
- The commercial research laboratory;
- ROI analysis and capital budgeting;
- Brand management;
- Large-scale project management;
- Divisionalisation;
- Leadership development;
- Industrial consortia (multicompany collaborative structures);
- Radical decentralisation (self organisation);
- Formalised strategic analysis;
- Employee-driven problem solving.

Although these elements seem natural within the modern managerial processes, there was a moment when they have been actually "invented". Previously to that moment these instruments or techniques were not used. For instance, the use of Gantt diagrams is natural at this moment, but a century ago this instrument was practically unknown. It was developed by the management consultant Henry Gantt in 1910-1915. Accepting that most of the managerial instruments used presently have been developed during the past century, we think that it would be interesting and useful to analyse who are those at the origin of the managerial innovations. If we accept the idea that managerial performances are a source of competitive advantage for the companies and the fact that innovation can be a source of increasing these performances, it results that by discovering the sources of managerial innovations we may control better a drive of company development.

The starting point of the research was the question "Who generates the great changes in the managerial practices?" To answer this question, we analysed several management models with the purpose to see which are the sources of their development.

To clarify the notion of "management model" we will use the explanation given by Birkinshaw [2009(2)]. By analogy with the notion of "business model", which actually is the way in which the company makes profit, the concept of management model has a

complementary role referring to the choices the companies make regarding what happens inside the organisation. The management models refer to the way in which the leadership of the company defines the objectives, motivates the effort, coordinates the activities and allocates resources.

We start from the premises that the way in which companies are run, the techniques and instruments used by the company management, have a life cycle which starts once the model, technique or instrument has actually appeared; after a process of evolution and transformation, which can be longer or shorter, the moment when they are replaced comes.

Our research relied on the book *Success models of company management* (Ten Have, Steven et al., 2008), which was the selection basis for analysed models. The authors of the book present 50 management models with important impact on the companies. We cannot neglect that the process of management model selection has an important subjective side, but this element was integrated within the concept of the study, the results being validated by the subsequent development in the field.

Our approach was to collect data allowing the analysis of the models in terms of their origin. Thus, we tried to determine the year in which the model was launched, the person or organisation author of each model and the professional background of each author. While these elements were determined with no difficulty for some models, obstacles appeared for other. The most obvious obstacle was that several management models evolved simultaneously and it is difficult to determine with accuracy who is the author of the model and the year each model was launched. Another difficulty was to determine exactly which was the processional status of the authors at the moment when the management model appeared. There were frequent situations when the authors had mixed professional activities and in some situations we preferred to notice this status.

Finally we obtained the data we wanted for all the 50 management models. Although different interpretations are possible regarding the aspects mentioned earlier, the most important ones being the determination of model origin and the selection of the 50 cases from the multitude of existing management models, we consider that our analysis is valid and relevant for its purpose. The data we obtained do not have statistical relevance and we didn't even intend to accomplish

#### *Microeconomics*

this. However, they provide clarifications to the initial question "Who generates the great changes in the managerial practices?"

The names of the management models we took into consideration, the year they were launched, the names of the authors and their professional status are presented in the end of the paper. The table below is a synthesis of our results.

Author status	Period							Total	Percent of total
Author status	1940- 1949	1950- 1959	1960- 1969	1970- 1979	1980- 1989	1990- 1999	2000- 2009	Total	models
Consultancy			1		5	7		13	26%
Academic									
environment	1	1	2	4	5	4	1	18	36%
Academic environment and									
consultancy		2		3	2	4		11	22%
Management	1			1	1			3	6%
State administration					1			1	2%
Non-profit foundations						1		1	2%
Engineering						1		1	2%
Army	1	1						2	4%
Total									
management models	3	4	3	8	14	17	1	50	100%
Percent of total	6%	8%	6%	16%	28%	34%	2%	100%	

Two elements are apparent from the table above: over three quarters of the studied management models appeared between 1970 and 1999, and over three quarters of them were produced by authors working in consultancy and in the academic environment. These are de defining elements of the research. It can be seen that the process of management models development accelerates<sup>1</sup>, as well as that the consultants and the representatives of the academic environment play a very important role in the development of new management models.

It may be surprising that just 3 of the management models were developed by company leaders. The reality probably is that most

<sup>&</sup>lt;sup>1</sup> The interval 2000-2009 is poorly represented because the original edition of the book from which we selected the models was published in 2003.

models are a synthesis of many actual managerial experiences, only that the representatives of the academic environment and the managerial consultants were more able to extract the essence of this experience. After all, much of the consultant's work, for instance, takes place within companies, where they have the opportunity to observe and test ideas and practices. Thus, they are very well placed in order to develop a new management model with a wider applicability. Similarly, the management professors are exposed to the newest theories and research and they are thus prepared to give shape to a new model. Company managers, on the other hand, are more concerned by the details regarding the activity of their company and are less interested in generating theories with broader applicability. Managers are often interested even not to popularise some successful instruments or models which give a competitive advantage to their company, thus avoiding to provide support to their competition.

The analysis shows that the representatives of the academic environment had the most consistent and constant contribution. The influence of the military contribution was rather important during the post-war period, but it yielded in front of the managerial specialisation. The recent decades seems to prove the increasing importance of the management consultants in the business world. We cannot ignore that many times there is a very tight relation between consultancy and the academic environment; many professors make private use of their knowledge by providing extracurricular consultancy, while many consultants use their expertise to teach or conduct scientific activities.

The analysis responded to the question "Who generates the great changes in the managerial practices?" This answer is not complete or final because we studied a limited number or models, but it is relevant for this stage of the research.

More important still, the collected data generated a new question: "How do the great changes in the managerial practices appear?" An initial judgement suggests that there may be a fundamental difference between the way in which a management consultant and a management professor develop a new management model: the consultant extracts a lot of information from his/her work experience in different companies and tries to provide a pragmatic response to the emerging managerial problems. Thereafter, he/she tries to make

*Microeconomics* 

a framework, a managerial process which to apply repeatedly in the different companies he/she advises. The management professor, on the other hand, can make case studies to see how the different problems have been solved and when he/she sees similitudes may extract that information and use them to construct a new model. From this perspective, the activity of the management professor may have a stronger reactive character that the activity of the consultant. These elements will be analysed more thoroughly in subsequent papers.

The analysis of this topic is of great importance in a moment when the technological and product innovation receive much more attention than the managerial innovation. If the managerial innovation is not generated in the amount and at the standard of quality necessary to establish a balance within the organisations, undesired gaps may appear in the way the organisations are run and the role they are expected to play within the society.

### References

- 1. Mol M., Birkinshaw J. (2009), *The sources of management innovation: When firms introduce new management practices*, Journal of Business Research, No. 62/2009
- 2. Birkinshaw J. (2009), *Model management*, Strategy magazine, ed. 21, September.
- 3. Hamel G., Breen B. (2010), *Viitorul managementului*, Publica Publishing House, Bucharest.
- 4. Hamel G. (2006), *The why, what and how management innovation*, Harvard Business Review, February.
- 5. Ten Have S., Ten Have W., Frans S, Van der Elst M. (2008), *Modele de succes pentru managementul firmelor*, Andreco Educational Group, Bucharest.

Kaizen   1940     Eisenhower's effective time management   1940     Masiow   1940     Scenario planning (Shell)   1943     Deming's cycle   1950     The marketing mix   1950     Anooff's product/market grid   1953     Awon analysis   1956     Swon analysis   1966     Just-in-time   1960     Just-in-time   1970     Anon si IT growth model   1973     Just-in-time   1973     Mintzberg's management roles   1973     Adizes'Paei management roles   1973     Katilit's tranework   1973     Eventor   1981     Katalijic's purchasis of organisation effectiveness   1973     Katalijic's purchasing model   1973     Katalijic's purchasing model   1973     Katalijis	No.	Management model	Year of implementation	Author	Author status
Eisenhower's effective time management     1940       Maslow     1943       Maslow     1943       Scenario planning (Shell)     1950       Deming's cycle     1950       The marketing mix     1950       Ansoff's product/market grid     1953       Ansoff's product/market grid     1965       Scompliance typology     1966       Just-In-time     1970       Just-In-time     1973       MintZberg's management roles     1973       The gods of management roles     1973       Competitive analysis - Porter's five forces     1973       MintZberg's management roles     1973       The gods of management roles     1973       Realin's team roles     1973       MintZberg's management roles     1973       Adizes'Paei management roles <td>-</td> <td>Kaizen</td> <td>1940</td> <td>Taiichi Ohno</td> <td>Management</td>	-	Kaizen	1940	Taiichi Ohno	Management
Maslow     1943       Scenario planning (Shell)     1950       Deming's cycle     1950       Deming's cycle     1950       The marketing mix     1953       SwOT analysis     1953       Ansoff's product/market grid     1957       Ansoff's product/market grid     1957       Ansoff's product/market grid     1956       Ansoff's product/market grid     1950       Ansoff's product/market grid     1957       Ansoff's product/market grid     1970       SWOT analysis     1970       Just-in-time     1973       Mintzberg's management roles     1973       Nolan's IT growth stages     1973       Nolan's IT growth stages     1973       The gods of management roles     1973       Competitive analysis - Porter's five forces     1979       Competitive analysis - Porter's five forces     1979       The 7-S framework     1979       Value-based management roles     1979       The 7-S framework     1981       Value-based management roles     1979       Value-based management roles <td< td=""><td>2</td><td>Eisenhower's effective time management</td><td>1940</td><td>Dwight D. Eisenhower</td><td>Army</td></td<>	2	Eisenhower's effective time management	1940	Dwight D. Eisenhower	Army
Scenario planning (Shell)     1950       Deming's cycle     1950       The marketing mix     1953       The marketing mix     1957       Ansoff's product/market grid     1957       SWOT analysis     1960       Compliance typology     1965       Busci marketing mix     1966       Just-in-time     1970       Generic's growth model     1970       Minizberg's management roles     1973       Nolan's IT growth stages     1973       Minizberg's management roles     1973       Adizes'Paei management roles     1973       Competitive analysis – Porter's five forces     1979       Generic competitive studies     1979       Competitive analysis – Porter's five forces     1979       Minizberg's management roles     1979       Adizes'Paei management roles     1979       Competitive analysis – Porter's five forces     1979       Minizberg's management roles     1979       Adizes'Paei management roles     1979       Competitive studies     1979       The 7-S framework     1979       Value-bas	ო	Maslow	1943	Abraham Maslow	Academic environment
Deming's cycle     1950       The marketing mix     1957       The marketing mix     1957       Ansoff's product/market grid     1957       SWOT analysis     1960       Compliance typology     1965       Bucd matrix     1966       Just-in-time     1965       Bucd matrix     1966       Just-in-time     1970       Greiner's growth model     1973       Mintzberg's management roles     1973       Mintzberg's growth stages     1973       Nolan's IT growth stages     1973       The gods of management roles     1973       Adizes'Paei management roles     1979       Adizes'Paei management roles     1979       Competitive analysis – Porter's five forces     1979       Adizes'Paei management roles     1979       Competitive analysis – Porter's five forces     1979       Mue-based management roles     1979       The 7-S framework     1979       Value-based management roles     1979       Value-based management roles     1979       Value-based management     1980 <td>4</td> <td></td> <td>1950</td> <td>Herman Kahn</td> <td>Army</td>	4		1950	Herman Kahn	Army
The marketing mix     1953       Ansoff's product/market grid     1957       SWOT analysis     1960       SWOT analysis     1960       Compliance typology     1965       BCG matrix     1965       Lust-in-time     1965       Mintzberg's management roles     1970       Mintzberg's management roles     1973       Mintzberg's management roles     1973       Mintzberg's management roles     1973       Mintzberg's management roles     1973       Competitive analysis – Porter's five forces     1979       Adizes'Paei management roles     1979       Adizes'Paei management roles     1979       Competitive analysis – Porter's five forces     1979       Competitive analysis – Porter's five forces     1979       Musching analysis – Porter's five forces     1979       Competitive analysis – Porter's five forces     1979       Musching analysis – Porter's five forces     1979       Competitive analysis – Porter's five forces     1979       Musching analysis – Porter's five forces     1979       The 7-S framework     1979       Value-	2	Deming's cycle	1950	Edwards Deming	Academic environment, consultancy
Ansoffs product/market grid     1957       SWOT analysis     1960       SWOT analysis     1960       Compliance typology     1965       BCG matrix     1965       Uust-in-time     1970       Just-in-time     1970       Just-in-time     1970       Just-in-time     1970       MintZberg's management roles     1973       MintZberg's management roles     1973       MintZberg's management roles     1973       Competitive analysis – Porter's five forces     1979       Adizes/Paei management roles     1979       Competitive analysis – Porter's five forces     1979       Competitive analysis – Porter's five forces     1979       Deencic competitive studies     1979       Relin's team roles     1970       Value-based management     1981       Relin's team roles     1981       Cultural dimensions – Hofstede's model     1981       Ecultural dimensions – Hofstede's model     1983       Kralijic's purchasing model     1983       Monteritive values of organisation effectiveness     1983	9	The marketing mix	1953	Neil Borden	Academic environment
SWOT analysis     1960       Compliance typology     1965       BCG matrix     1965       Lust-in-time     1973       Just-in-time     1970       Just-in-time     1970       Just-in-time     1970       Just-in-time     1970       Just-in-time     1970       Just-in-time     1970       Just-in-time     1973       Minizberg's management roles     1973       Nolar's IT growth stages     1973       The gods of management roles     1973       Adizes/Paei management roles     1973       Competitive analysis – Porter's five forces     1979       Generic competitive studies     1979       Competitive analysis – Porter's five forces     1979       The 7-S framework     1979       The 7-S framework     1970       Even connective studies     1970       Even connective studies     1981       Cultural dimensiones – Hofstede's model     1981       Even economic value added     1983       Cultural dimensiones – Hofstede's model     1983       Event-	7	Ansoff's product/market grid	1957	lgor Ansoff	Academic environment, consultancy
Compliance typology 1965   BCG matrix 1968   Just-in-time 1970   Greiner's growth model 1973   Mintzberg's management roles 1973   Nolar's IT growth stages 1973   The gods of management roles 1973   Adizes Paei management roles 1978   Adizes Paei management roles 1979   Competitive analysis – Porter's five forces 1979   Generic competitive studies 1979   The 7-S framework 1979   The 7-S framework 1981   Belbir's team roles 1981   Cultural dimensions – Hofstede's model 1981   EVA - economic value added 1983   Kalijic's purchasing model 1983   Kralijic's purchasing model 1983   Kralijic's purchasing model 1983	œ	SWOT analysis	1960	Albert Humphrey	Academic environment
BCG matrix   1968     Just-in-time   1970     Just-in-time   1970     Just-in-time   1970     Greiner's growth model   1972     Mintzberg's management roles   1973     Mintzberg's management roles   1973     Nolan's IT growth stages   1973     The gods of management roles   1973     Adizes Paei management roles   1978     Adizes Paei management roles   1979     Competitive analysis – Porter's five forces   1979     Competitive analysis – Porter's five forces   1979     Competitive studies   1979     The 7-S framework   1981     Belbin's team roles   1981     Cultural dimensions   1981     Cultural dimensions   1981     Cultural dimensions   1981     EVA - economic value added   1983     Kralijič's purchasing model   1983     Kralijič's purchasing model   1983     Monoric competitive values of organisation effectiveness   1983	6	Compliance typology	1965	Amitai Etzioni	Academic environment
Just-in-time 1970   Just-in-time 1972   Greiner's growth model 1972   Mintzberg's management roles 1973   Mintzberg's management roles 1973   Nolan's IT growth stages 1973   The gods of management roles 1973   The gods of management roles 1978   Adizes Paei management roles 1979   Adizes Paei management roles 1979   Competitive analysis – Porter's five forces 1979   Generic competitive studies 1979   The 7-S framework 1981   Belbin's team roles 1981   Culturel dimensions – Hofstede's model 1981   EVA – economic suns – Hofstede's model 1983   Kralijič's purchasing model 1983   Kralijič's purchasing model 1983   Kralijič's purchasing model 1983	10	BCG matrix	1968	Boston Consulting Group	Consultancy
Greiner's growth model 1972   Mintzberg's management roles 1973   Mintzberg's management roles 1973   Nolan's IT growth stages 1973   The gods of management roles 1973   The gods of management roles 1978   Adizes Paei management roles 1979   Adizes Paei management roles 1979   Competitive analysis – Porter's five forces 1979   Generic competitive studies 1979   The 7-S framework 1981   Belbin's team roles 1981   Culturel dimensions – Hofstede's model 1981   EVA – economic 1981   EVA – economesions – Hofstede's model 1983   Kralijič's purchasing model 1983   Competitive values of organisation effectiveness 1983	1	Just-in-time	1970	Taiichi Ohno	Management
Mintzberg's management roles 1973   Nolan's IT growth stages 1973   The gods of management 1973   The gods of management 1978   Adizes'Paei management 1979   Competitive analysis – Porter's five forces 1979   Generic competitive studies 1979   The 7-S framework 1981   Value-based management 1981   Belbin's team roles 1981   Cuttural dimensions – Hofstede's model 1981   EVA – economic sub- Hofstede's model 1983   Kralijič's purchasing model 1983   Competitive values of organisation effectiveness 1983	12		1972	Larry Greiner	Academic environment, consultancy
Nolari's IT growth stages   1973     The gods of management   1978     Adizes'Paei management roles   1979     Adizes'Paei management roles   1979     Competitive analysis – Porter's five forces   1979     Competitive analysis – Porter's five forces   1979     Generic competitive studies   1979     The 7-S framework   1980     Value-based management   1981     Value-based management   1981     Value-based management   1981     Value-based management   1981     Katilijic's team roles   1981     Cuttural dimensions – Hofstede's model   1981     Kralijiic's purchasing model   1983     Kralijiic's purchasing model   1983     Montrico sources of organisation effectiveness   1983	13	Mintzberg's management roles	1973	Henry Mintzberg	Academic environment
The gods of management 1978   Adizes/Paei management roles 1979   Competitive analysis - Porter's five forces 1979   Competitive analysis - Porter's five forces 1979   Generic competitive studies 1979   The 7-S framework 1979   Value-based management 1980   Value-based management 1981   Belbin's team roles 1981   Cuttural dimensions - Hofstede's model 1981   EVA - economic value added 1983   Kralijic's purchasing model 1983   Competitive values of organisation effectiveness 1983	14	Nolan's IT growth stages	1973	Richard Nolan	Academic environment
Adizes'Paei management roles 1979   Competitive analysis – Porter's five forces 1979   Competitive analysis – Porter's five forces 1979   Generic competitive studies 1979   The 7-S framework 1980   Value-based management 1981   Belbin's team roles 1981   Cultural dimensions – Hofstede's model 1981   EVA – economic value added 1982   Kralijič's purchasing model 1983   Competitive values of organisation effectiveness 1983	15	The gods of management	1978	Charles Handy	Academic environment
Competitive analysis – Porter's five forces 1979   Generic competitive studies 1979   The 7-S framework 1980   Value-based management 1981   Belbin's team roles 1981   Cultural dimensions – Hofstede's model 1981   Evaluation of the commit value added 1981   Kralijic's purchasing model 1983   Competitive values of organisation effectiveness 1983	16	Adizes'Paei management roles	1979	Ichak Adizes	Academic environment
Generic competitive studies 1979   The 7-S framework 1980   Value-based management 1981   Value-based management 1981   Belbin's team roles 1981   Cultural dimensions – Hofstede's model 1981   Ketalijic's purchasing model 1982   Competitive values of organisation effectiveness 1983	17	Competitive analysis – Porter's five forces	1979	Michael E. Porter	Academic environment, consultancy
The 7-S framework 1980   Value-based management 1981   Belbin's team roles 1981   Cuttural dimensions – Hofstede's model 1981   EVA – economic value added 1982   Kralijic's purchasing model 1983   Competitive values of organisation effectiveness 1983	18	Generic competitive studies	1979	Michael Porter	Academic environment, consultancy
Value-based management 1981   Belbin's team roles 1981   Cuttural dimensions – Hofstede's model 1981   EVA – economic value added 1982   Kralijic's purchasing model 1983   Competitive values of organisation effectiveness 1983	19	The 7-S framework	1980	Tom Peters, Robert Wateerman	Consultancy
Belbin's team roles 1981   Cultural dimensions – Hofstede's model 1981   EVA – economic value added 1982   Kralijic's purchasing model 1983   Competitive values of organisation effectiveness 1983	20	Value-based management	1981	Jack Welch	Management
Cultural dimensions – Hofstede's model 1981   EVA – economic value added 1982   Kralijic's purchasing model 1983   Competitive values of organisation effectiveness 1983	21	Belbin's team roles	1981	Meredith Belbin	Academic environment
EVA - economic value added 1982   Kralijic's purchasing model 1983   Competitive values of organisation effectiveness 1983	22	Cultural dimensions – Hofstede's model	1981	Geert Hofstede	Academic environment
Kralijic's purchasing model     1983       Competitive values of organisation effectiveness     1983	23	EVA – economic value added	1982	Joel Stern	Consultancy
Competitive values of organisation effectiveness 1983	24	Kralijic's purchasing model	1983	Peter Kralijic	Consultancy
Normatic according	25	Competitive values of organisation effectiveness	1983	Robert Quinn, John Rohrbaugh	Academic environment
Neuronic organisation	26	Neurotic organisation	1984	Manfred Kets de Vries, Danny Miller	Academic environment, consultancy

Malcom Baldridge Award     1987     US Congress       Activity based costing (ABC)     1983     Robert Kaplan, Robin Cooper       Covey's seven habits of highly effective people     1983     Robert Kaplan, Robin Cooper       Ecovery's seven habits of highly effective people     1989     Ericr Trist, Ken Bamforth, Fredd       Socio-technical organisation     1989     Robert C.Camp     I       The fifth discipline     1990     Robert C.Camp     I       Interprets eight phases of change     1990     Robert C.Camp     I       Mintcherg's configurations     1990     Peter Senge     I       Mintcherges     1990     Peter Senge     I     I       Data of the action     1990     Robert Compare     I     I	27	Value chain	1985	Michael Porter	Academic environment, consultancy
Activity based costing (ABC)   1987   Robert Kaplan, Robin Cooper     Covey's seven habits of highly effective people   1989   Stephen Covey     Socio-technical organisation   1989   Enc Trist, Ken Bamforth, Fred     Benchmarking   1989   Robert C.Camp   1     He fifth discipline   1989   Robert C.Camp   1     Inte fifth discipline   1990   Peter Senge   1     MintZberg's configurations   1990   Peter Senge   1     Descretes redesign   1990   Peter Senge   1     MintZberg's configurations   1990   Peter Senge   1     Descretes redesign   1990   Robert Jujderhoudt   1     Descretes redesign   1990   Robert Compont, J. Short   1     Descretes redesign   1990   Renschot   1   1     Descretes redesign   1991   Berenschot   1   1     The seven forces	28		1987	US Congress	State administration
Covey's seven habits of highly effective people1989Stephen CoveySocio-technical organisation1989Eric Trist, Ken Bamforth, FredSocio-technical organisation1989EmeryBenchmarking1980Robert C.CampThe fifth discipline1990Robert ZujderhoudtIn fifth discipline1990Peter SenghKotter's eight phases of change1990John Paul RotterMintzberg's configurations1990John Paul RotterMintzberg's configurations1990Henry MintzbergIn the sterent forces1990Gary Hamel, CoimbatoreIn the seven forces model1990Rotert SandoreIn the seven forces model1990Rotert Kapin, David NortonIn the seven forces model1991BerenschotIn the seven forces model1991BerenschotIn the seven forces model1991BerenschotIn the seven forces model1993Michael Treacy, Fred WiersemaIn the seven forces model1993Michael Treacy, Fred WiersemaIn the seven forces model1993Michael Goold, Andrew Campfell,In the seven force1993John KayIn the seven force1993Michael Goold, Andrew Campfell,In the seven for control1993Michael Goold, Andrew Campfell,In the seven for control1993BerenschotIn the seven for control1993BerenschotIn the seven for control1993BerenschotIn the seven for control1993Berenschot<	29	Activity based costing (ABC)	1987	Robert Kaplan, Robin Cooper	Academic environment
Sociol-technical organisation1989Eric Trist, Ken Bamforth, FredBenchmarking1980Robert C.CampThe chaos model1990Robert C.CampThe fifth discipline1990Robert C.CampKotter's eight phases of change1990Perer SengeMinizberg's configurations1990John Paul KotterMinizberg's configurations1990Henry MintbergMinizberg's configurations1990Thomas Davenport, J. ShortEFCM model1990Thomas Davenport, J. ShortThe seven forces model1991BerenschotThe seven forces model1993Michael Treacy, Fred WiersemaThe seven forces model1993Michael Goold, Andrew Campbell,Paseiting advantage1993John KayParenting advantage1993John KayParenting advantage1993BerenschotLevers of control1993BerenschotLevers of control <td< td=""><td>30</td><td>Covey's seven habits of highly effective people</td><td>1989</td><td>Stephen Covey</td><td>Consultancy</td></td<>	30	Covey's seven habits of highly effective people	1989	Stephen Covey	Consultancy
Benchmarking1989Robert C.CampThe fifth discipline1990Robert ZuijderhoudtThe fifth discipline1990Peter SengeKotter's eight phases of change1990John Paul KotterMintzberg's configurations1990Henry MintzbergMintzberg's configurations1990Henry MintzbergDesiness process redesign1990Thomas Davenport, J. ShortImaction1990Robert ZuijderhoudtDesiness process redesign1990Rishnarao PrahaladImaction1991BerenschotImactionImaction1991BerenschotImactionImaction1991BerenschotImactionImaction1991BerenschotImactionImaction1991BerenschotImactionImaction1991BerenschotImactionImaction1992Robert Kaplan, David NortonImactionImaction1992Robert Kaplan, David NortonImactionImaction1993Michael Treacy, Fred WiersemaImactionImaction1993Michael Goold, Andrew Campbell,Imaction1993Michael Goold,	31	Socio-technical organisation	1989	Eric Trist, Ken Bamforth, Fred Emery	Consultancy
The chaos model1990Robert ZuijderhoudtThe fifth discipline1990Peter Senge1Kotter's eight phases of change1990John Paul Kotter1Mintzberg's configurations1990Henry Mintzberg1Mintzberg's configurations1990Henry Mintzberg1Desiness process redesign1990Rost Hamel, Coimbatore1In Excert competences1990Rishnarao Prahalad1In Exeven forces model1991Berenschot1In Erod model1991Berenschot1In balanced scorecard1992Robert Kaplan, David Norton1In balanced scorecard1993Michael Treacy, Fred Wiersema1In balanced scorecard1993Michael Gold, Andrew Campbell,1In the capability maturity model1993John Kay1In the capability maturity model1993John Kay1 <t< td=""><td>32</td><td>Benchmarking</td><td>1989</td><td>Robert C.Camp</td><td>Academic environment</td></t<>	32	Benchmarking	1989	Robert C.Camp	Academic environment
The fifth discipline   1990   Peter Senge   1     Kotter's eight phases of change   1990   John Paul Kotter   1     Mintzberg's configurations   1990   Henry Mintzberg   1     Business process redesign   1990   Henry Mintzberg   1     Der competences   1990   Thomas Davenport, J. Short   1     The seven forces model   1991   Eromas Davenport, J. Short   1     The seven forces model   1991   Berenschot   1     Basic quadrants   1991   Berenschot   1     The balanced scorecard   1992   Daniel Ofman   1     Valuedisciplines   1992   Robert Kaplan, David Norton   1     The capability maturity model   1993   Watts Humphfrey   1     Valuedisciplines   1993   John Kay   1     Parenting advantage   1993   John Kay   1     Bernschoft's model of project management   1993   John Kay   1     Bernschoft's model of project management   1993   John Kay   1     Bernschoft's model of project management   1993   Berenschoft   1	33	The chaos model	1990	Robert Zuijderhoudt	Consultancy
Kotter's eight phases of change1990John Paul KotterMintzberg's configurations1990Henry MintzbergIBusiness process redesign1990Thomas Davenport, J. ShortIDere competences1990Gary Hamel, CoimbatoreIThe seven forces model1991EFOMIThe seven forces model1991BerenschotIEFOM model1991EFOMIBasic quadrants1992Robert Kaplan, David NortonIThe balanced scorecard1992Robert Kaplan, David NortonIValuedisciplines1993Watts HumphfreyIThe capability maturity model1993Northerel Coold, Andrew Campbell,Kay's distinctive capabilities1993John KayIParenting advantage1993Notterel Coold, Andrew Campbell,IBernschot's model of project management1993Robert SimonsIDescriptiones1993Dohn KayIIDescriptiones1993Dohn KayIIDescriptiones1993Dohn KayIIDescriptiones1993Dohn KayIIDescriptiones1993Dohn KayIIDescriptiones1993Dohn KayIIDescriptiones1993Dohn KayIIDescriptiones1993Dohn KayIIDescriptiones1993Dohn KayIIDescriptiones1993Dohn Kay <td>34</td> <td>The fifth discipline</td> <td>1990</td> <td>Peter Senge</td> <td>Academic environment</td>	34	The fifth discipline	1990	Peter Senge	Academic environment
Mintzberg's configurations1990Henry MintzbergBusiness process redesign1990Thomas Davenport, J. ShortDere competences1990Gary Hamel, CoimbatoreCore competences1990Krishnarao PrahaladThe seven forces model1991BerenschotEFQM model1991EFQMBasic quadrants1992Robert Kaplan, David NortonThe balanced scorecard1992Robert Kaplan, David NortonThe balanced scorecard1993Michael Treacy, Fred WiersemaThe capability maturity model1993Vutts HumphfreyParenting advantage1993John KayParenting advantage1993BerenschotLevers of control1993BerenschotLevers of change1993BerenschotControl1993BerenschotDescriptiones1993Dohn KayParenting advantage1993BerenschotDescriptiones1993BerenschotDescriptiones1993Dohn KayDescriptiones1993Dohn KayParenting advantage1993Dohn KayDescriptiones1993BerenschotDescriptiones1993BerenschotDescriptiones1993BerenschotDescriptiones1993BerenschotDescriptiones1993BerenschotDescriptiones1993Dohn KayDescriptiones1993Dohn KayDescriptiones1993Dohn KayDescriptiones1993<	35	Kotter's eight phases of change	1990	John Paul Kotter	Academic environment
Business process redesign1990Thomas Davenport, J. ShortCore competences1990Karishnarao PrahaladThe seven forces model1991BerenschotThe seven forces model1991BerenschotEFQM model1991BerenschotBasic quartist1992Robert Kaplan, David NortonThe balanced scorecard1992Robert Kaplan, David NortonThe balanced scorecard1993Michael Treacy, Fred WiersemaThe balanced scorecard1993Natts HumphfreyThe capability maturity model1993John KayParenting advantage1993John KayParenting advantage1993BerenschoftLevers of control1993BerenschoftDate of change1993BerenschoftParenting advantage1993John KayLevers of control1993BerenschoftDate of change1993BerenschoftDate of change1999BerenschoftDate of change1999BerenschoftDate of change1999BerenschoftDate of change1999BerenschoftDate of change1999BerenschoftDate of change1999Berenschoft <t< td=""><td>36</td><td>Mintzberg's configurations</td><td>1990</td><td>Henry Mintzberg</td><td>Academic environment</td></t<>	36	Mintzberg's configurations	1990	Henry Mintzberg	Academic environment
Core competences1990Gary Hamel, CoimbatoreThe seven forces model1991BerenschotFEQM model1991EFQMEFQM model1991EFQMBasic quadrants1992Daniel OfmanIn balanced scorecard1992Robert Kaplan, David NotronValuedisciplines1993Michael Tracy, Fred WiersemaIn balanced1993John KayValuedisciplines1993John KayParenting advantage1993John KayParenting advantage1993BerenschoftLevers of control1993BerenschoftLevers of control1993BerenschoftCuadrants of change1993BerenschoftCuadrants of change1993BerenschoftChange of change1993BerenschoftCuadrants of change1993BerenschoftChange of change <td>37</td> <td>Business process redesign</td> <td>1990</td> <td>Thomas Davenport, J. Short</td> <td>Academic environment, consultancy</td>	37	Business process redesign	1990	Thomas Davenport, J. Short	Academic environment, consultancy
Implementation 1991 Berenschot   Implementation 1991 EFQM   Implementation 1991 EFQM   Implementation 1992 Daniel Ofman   Implementation 1992 Robert Kaplan, David Norton   Implementation 1992 Robert Kaplan, David Norton   Implementation 1993 Michael Treacy, Fred Wiersema   Implementation 1993 Vatts Humphfrey   Implementation 1993 John Kay   Implementation 1993 John Kay   Implementation 1993 Michael Goold, Andrew Campbell, Macus Alexander   Implementation 1994 Michael Goold, Andrew Campbell, Macus Alexander   Implementation 1995 Robert Simons   Implementation 1998 Berenschot   Implementation 1998 Berenschot	38	Core competences	1990	Gary Hamel, Coimbatore Krishnarao Prahalad	Academic environment, consultancy
EFQM model 1991 EFQM   Basic quadrants 1992 Daniel Ofman   Image: Daniel Delanced scorecard 1992 Daniel Ofman   Image: Daniel Delanced scorecard 1992 Robert Kaplan, David Norton   Image: Daniel Delanced scorecard 1993 Michael Treacy, Fred Wiersema   Image: Daniel Delanced scorecard 1993 Watts Humphfrey   Image: Daniel Delanced scorecard 1993 John Kay   Image: Daniel Delanced scorecard 1993 Michael Treacy, Fred Wiersema   Image: Daniel Delanced scorecard 1993 John Kay   Image: Delanced scorecard 1994 Michael Goold, Andrew Campbell, Macus Alexander   Image: Delanced scorecard 1994 Michael Goold, Andrew Campbell, Delances Alexander   Image: Delance of project management 1995 Reienschoft Delanceshoft   Image: Delance of project management 1998 Berenschoft Delanceshoft   Image: Delance of change 1999 Delanceshoft Delanceshoft	39		1991	Berenschot	Consultancy
Basic quadrants 1992 Daniel Ofman   The balanced scorecard 1992 Robert Kaplan, David Norton   Valuedisciplines 1993 Michael Treacy, Fred Wiersema   The capability maturity model 1993 Watts Humphfrey   Kay's distinctive capabilities 1993 John Kay   Parenting advantage 1994 Michael Goold, Andrew Campbell, Macus Alexander   Levers of control 1995 Robert Simons   Berenschof's model of project management 1998 Berenschoft   Quadrants of change 1999 Berenschoft	40	EFQM model	1991	EFQM	Non-profit foundation
The balanced scorecard 1992 Robert Kaplan, David Norton   Valuedisciplines 1993 Michael Treacy, Fred Wiersema   The capability maturity model 1993 Watts Humphfrey   Kay's distinctive capabilities 1993 John Kay   Parenting advantage 1994 Michael Goold, Andrew Campbell,   Levers of control 1995 Robert Simons   Berenschof's model of project management 1998 Berenschoft   Oudarants of change 1999 Berenschoft	41	Basic quadrants	1992	Daniel Ofman	Consultancy
Valuedisciplines 1933 Michael Treacy, Fred Wiersema   The capability maturity model 1993 Watts Humphfrey   Kay's distinctive capabilities 1993 John Kay   Parenting advantage 1994 Michael Goold, Andrew Campbell, Macus Alexander   Levers of control 1995 Robert Simons   Berenschof's model of project management 1998 Berenschoft   Quadrants of change 1999 Berenschoft	42		1992	Robert Kaplan, David Norton	Academic environment, consultancy
The capability maturity model 1993 Watts Humphfrey    Kay's distinctive capabilities 1993 John Kay   Parenting advantage 1994 Michael Goold, Andrew Campbell, Michael Goold, Andrew Campbell,   Levers of control 1995 Robert Simons   Berenschof's model of project management 1998 Berenschoft   Quadrants of change 1999 Berenschoft	43	Valuedisciplines	1993	Michael Treacy, Fred Wiersema	Consultancy
Kay's distinctive capabilities 1993 John Kay   Parenting advantage 1994 Michael Goold, Andrew Campbell, Michael Goold, Andrew Campbell, Marcus Alexander   Levers of control 1995 Robert Simons   Berenschof's model of project management 1998 Berenschof   Cuadrants of change 1999 Berenschof	44	The capability maturity model	1993	Watts Humphfrey	Engineering
Parenting advantage 1994 Michael Goold, Andrew Campbell, Marcus Alexander   Levers of control 1995 Robert Simons   Berenschof's model of project management 1998 Berenschof   Quadrants of change 1999 Berenschof   School of fereioxumhooic 7001 Tom Elfici Loch Vulnordo	45	Kay's distinctive capabilities	1993	John Kay	Academic environment, consultancy
Levers of control 1995 Robert Simons   Berenschot's model of project management 1998 Berenschot   Quadrants of change 1999 Berenschot   School of erefore combracie 2004 Tom Efficial Loop Valhousde	46	Parenting advantage	1994	Michael Goold, Andrew Campbell, Marcus Alexander	Consultancy
Berenschot's model of project management     1998     Berenschot       Quadrants of change     1999     Berenschot       Schools of ethological management     2001     Tom Efficial Month Valhonde	47	Levers of control	1995	Robert Simons	Academic environment
Quadrants of change     1999     Berenschot       Schoole of extension windthoole     2001     Tom Effeite Loot Valhound	48	Berenschot's model of project management	1998	Berenschot	Consultancy
Schoole of strategie Schoole of Tem Effeig Hould Notherda	49	Quadrants of change	1999	Berenschot	Consultancy
	50	Schools of strategy synthesis	2001	Tom Elfrig, Henk Volberda	Academic environment