



GO Global Organization
Design



Readings in Global Organization Design
2009 Conference Proceedings

Requisite Organization Viewed by the Fox and the
Hedgehog

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Article #09-10-28-1



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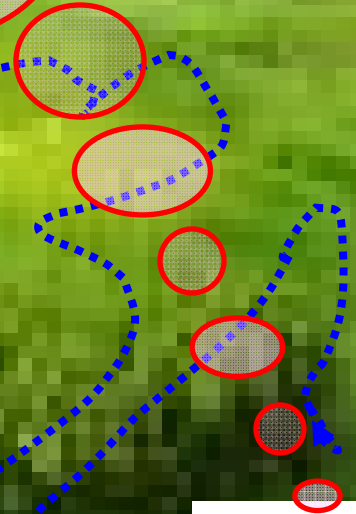
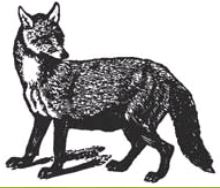


How Are They Different?



- *"The fox knows many things, but the hedgehog knows one big thing"*
- **Hedgehogs'** lives are embodiment of a single, central vision of reality according to which they "feel", breathe, experience and think. They are "system addicts", in short.
- **Foxes** live more centrifugal than centripetal lives, pursuing many divergent ends and, generally, possess a sense of reality that prevents them from formulating a definite grand system of "everything", simply because they "know" that life is too complex to be squeezed into any Procrustean unitary scheme.

The Fox and the Hedgehog



I'm just a fox wanting to be a hedgehog.

- *"You want to know what separates those who make the biggest impact from all the others who are just as smart? They're hedgehogs."*
- *Freud and the unconscious, Darwin and natural selection, Marx and class struggle, Einstein and relativity, Adam Smith and division of labor-they were all hedgehogs.*

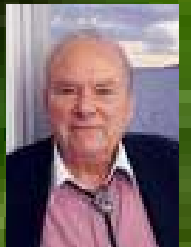
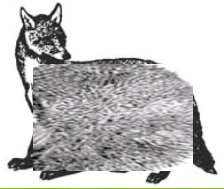
Elliott was the penultimate "foxy" hedgehog

- Grounded in observations
- Exploring underlying patterns and meanings
- Generating and testing hypotheses
- Building a theory of a fully integrated system
- View of exploration and science
 - Theory, without breaking a sweat, was hollow and meaningless
 - Application, without foundational theory, was self-limiting and joyless

Most of us mere mortals are "hedgehog-wannabe" foxes! ☹️

- Our lot in life is to continually refine Elliott's principles and expressions of RO theory
- We continue to debate what RO "really" is and how "Catholic" we need to be
- And attempting to explain complexity simply
- We are merely Lilliputian custodians, waiting for the next Gulliver to travel our way.

I'm Proud to be a “Hedgehog-Wannabe” Fox!





OUR PURPOSE

The Global Organization Design Society is a not-for-profit corporation registered in Ontario, Canada to promote the following objective:

The establishment and operation of a world-wide society of academics, business users and consultants interested in science-based management to improve organizational effectiveness for the purposes of:

Promoting among existing users increased awareness, understanding and skilled knowledge in applying concepts of Levels of Work Complexity, Levels of Human Capability, Accountability, and other concepts included in Requisite Organization and/or Stratified Systems Theory.

Promoting among potential users of the methods, appreciation of the variety of uses and benefits of science-based management, and access to resources.

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