# A Sketch Reconstructing Management Traditions

| | *Bureaucratic Administration* | *Scientific Management* | *Rational Decision Making* | *Cybernetic Management* | *Network Management* |
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| **Key Distinctions** | Office Attributions and Hierarchy; Office Procedures, Rules & Protocols; Office Officials | Division of Labor; Task (times & movements) | Data; Analysis; Problem Solving; Optimization | Information; System & Sub-systems; Modulation; Feedback, Control & Automatic Regulation | Networks of Business Roles (Customer, Performer, Investor, Manager, etc); Structures of Recurrent Conversations for Possibilities & Action.; Commitments. |
| **Action Verbs** | **Receive-Reject; Process-Expedite; Register; Distribute** | **Design Tasks; Organize Sequences of Tasks; Execute Tasks; Supervise Tasks; Measure Times & Movements** | **Analyze; Make a Decision** | **Inform; Analyze; Adjust** | **Request-Offer; Promise; Declare-Assess; Assert** |
| **Value Added** | Builds stable procedures; Eliminates uncertainty; Establishes Order | Increases productivity by dividing complex tasks into partial simple tasks, sequentially organized; Increases efficiency by standardizing work | Creates the possibility to manage complex and vast processes by relying on critical information. | It focuses on systemic performance discrepancies and exceptions, increasing efficiency in information management and decision making. | Focuses on optimizing global performance by optimizing customer satisfaction in local business exchanges; Expands local collaboration, responsiveness, and improvement; Contributes to high trust environments. |
| **Potential Waste** | Organized to serve the hierarchy, not the customer; Oriented to follow rules, not contextual concerns; Feudal cultural style; Exacerbates loyalty over other dimensions of trust. | Creates routine mechanical work that limits people's contributions; Demotivates; Organizes mechanical operations, but dismisses relations and concerned involvement. | Information overflow; Slows down action by over-analyzing situations; Neglects tacit knowledge and ready-to-hand orientations to action. | Overemphasizes *ex-post* adjustments and slows down responsiveness to discrete changes; It gives better results in highly stable recurrences. | It may derive into a shallow commitment accounting that misses contextual changes or emerging concerns. |