The Effects of Workplace Spatial Configurations on Emergent Strategy Making

ERES Workplace Track: June, 2017
Matt Thomas – Lancaster University Management School
Strategy and Strategy Making

Strategy is: "a recognizable pattern in a stream of actions"
- "socially accomplished"
- "realised strategy is not always what is planned"

Strategy making is: "any social interaction that is consequential to the pattern of actions"

<table>
<thead>
<tr>
<th>Intentional</th>
<th>Unintentional</th>
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<tbody>
<tr>
<td>Deliberate Strategy</td>
<td>Emergent Strategy</td>
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What we know about emergent strategy making

External Environment

Stable

Intentional

Deliberate Strategy

Unintentional

Dynamic

Emergent Strategy
What we know about emergent strategy making

External Environment

Stable  Dynamic

Intentional  Unintentional

Does Space mediate this relationship?

Deliberate Strategy  Emergent Strategy
Research Design

Observe strategy making interactions in action
- Deliberate or Emergent
- Frequency and Duration
- Where do they happen?
- Who is involved?

Measure overall patterns of interaction

Relate patterns of interaction to patterns of spatial configuration?

Effect of Spatial Configuration on Emergent Strategy Making
Findings

Types of strategy making have clear temporal and spatial signatures

Spatial configuration can encourage or constrain each type of strategy making
Spatial Configuration of the Workplace has an Impact on Emergent Strategy Making

- Managers and academics treat strategy as a social accomplishment
  - Example: Teaching ‘readiness’ for strategic change
    - 17 key elements of change readiness
    - All 17 social: leadership, processes, organization structure, rewards, hierarchy, morale, experience, decision making

- This research suggests one simple thing: Space and Spatial Configuration need to be added to that list