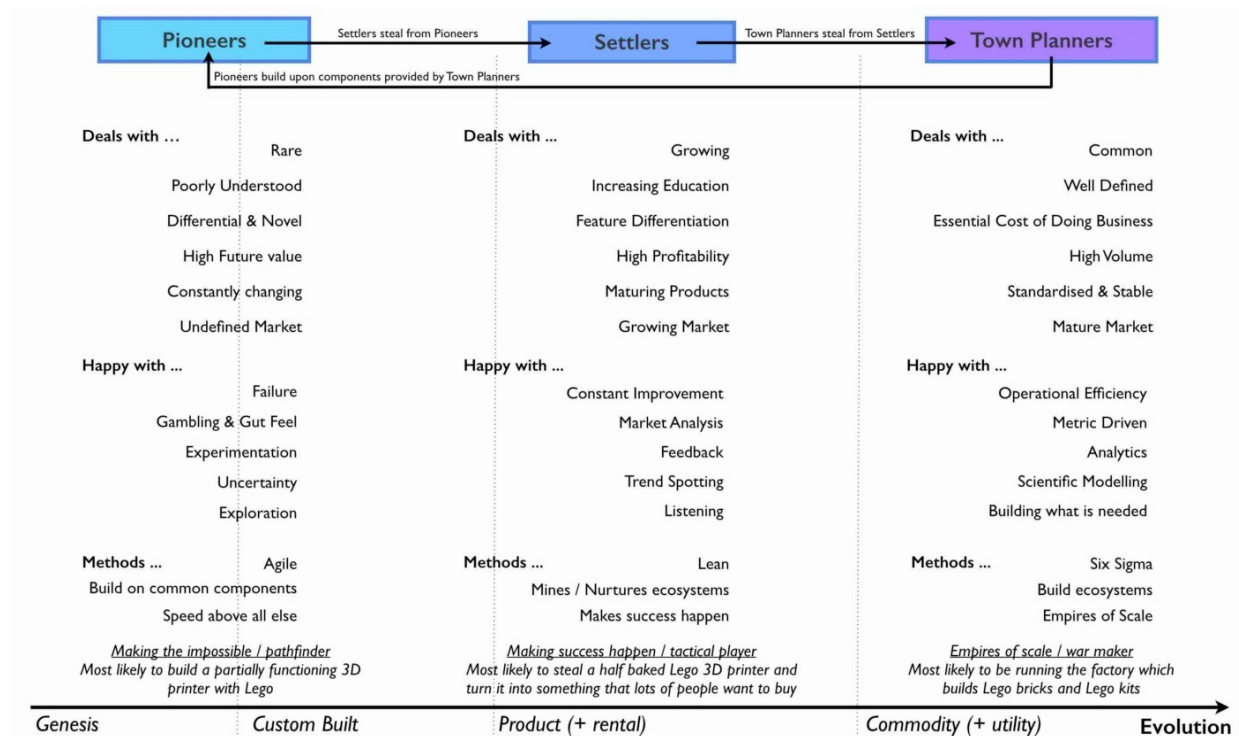


Figure 43 — Culture.



Lastly, PST is a structure that I've used to remarkable effect in a very small number of cases. That's code for 'it might just be a fluke'. However, in the last decade I've seen nothing which comes close and instead I've seen endless matrix or dual systems that create problems. Will something better come along — of course it will. However, to invoke Conway's law then if you don't mimic evolution in your communication mechanisms (e.g. through a mechanism of theft) then you'll never going to cope with evolution outside the organisation.

So how common is a PST structure? Outside certain circles it's extremely rare. At best I see companies dabbling with cell based structures which to be honest are pretty good anyway and probably where you should go. Telling a company that they need three types of