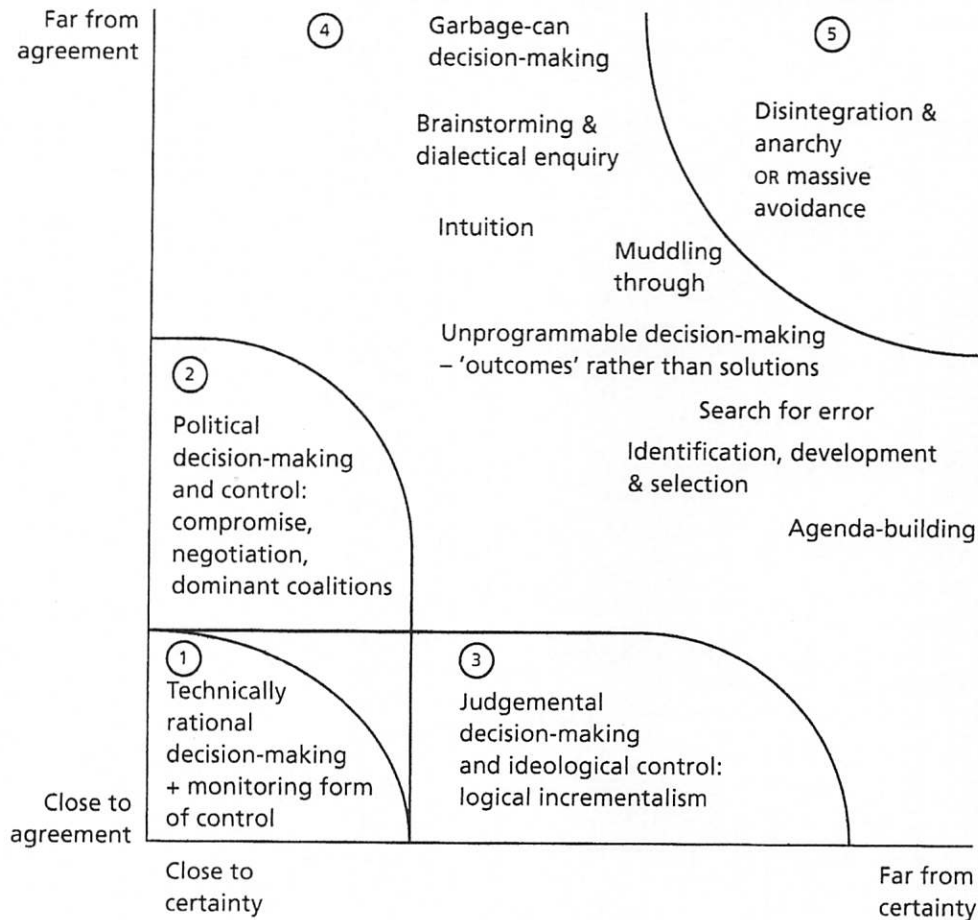


We then went on to see how these factors, degrees of closeness to certainty and agreement, create the context that determines what mode of decision-making and control it is possible for members and managers of organisations to deploy. This is summarised in *Figure 2.10*.

FIGURE 2.10
The relationship between change context and decision-making/control modes



What *Figure 2.10* makes clear is this: it is only in situations close to certainty and agreement (area 1 in the diagram) that it is possible for the members and managers of an organisation to plan their future. Only when they are close to both certainty and agreement can they utilise a technically rational mode of decision-making and a monitoring form of control, the essential elements without which an organisation cannot be said to be following a planned path to a planned future. This indicates that planning is a decision-making/control process that can be applied only over a relatively short time span into the future. The period over which experience shows that members and