

## **The Environment, the Organisation, and the Individual**

Referring back to the 7S model you created earlier for your start-up organisation, we need you to now tie in a consideration of how that organisation will be impacted by each of the PESTLE elements, and how this relationship will affect the array of specific capabilities you will need from your managerial employees. Use this handout as a guide to answering the following questions:

### Environmental concerns

In relation to your previously discussed start-up organisation, what would be the main things you would need to think about in regard to:

- Political influences – what aspects of government policy and practice would be directly relevant to the organisation?
- Economic influences – what do you see as the current state of the global and national economy, to what extent will this status be positive or negative towards the activity your organisation will carry out?
- Societal influences – what are the demographic and behavioural aspects of life in New Zealand that your organisation will need to think about as it markets its products or services?
- Technological influences – what aspects of contemporary technology are especially relevant to your organisation's activities, and to what extent do those aspects of technology represent a positive or negative influence?
- Legal influences – what are the primary provisions of legislation that your organisation will need to be aware of, what "rules and regulations" will have a specific impact on the way it pursues its ambitions?
- Environmental influences – to what extent do environmental or ecological concerns have an impact on what your organisation is setting out to do, what positive or negative implications does this present for your organisation?

### Individual concerns

Imagine you are now going to hire a general manager to take control of your organisation in the early stages of its development. If we begin by considering the demands on this person in the light of a matrix of requirements that includes the perspectives of both Fayol and Katz, we end up with a network of demands that can be summarised through attention to four broadly defined categories of management responsibility:

- Planning of conceptual, technical, and human activities
- Organising of conceptual, technical, and human activities
- Leadership of conceptual, technical, and human activities
- Control of conceptual, technical, and human activities

Bearing in mind those four categories of capability, write four statements that begin with "The general manager of our organisation will be required to .....". Each statement should make clear the expectation that your organisation has in terms of its general manager's performance in one of the four categories of management responsibility. In this sense, it will form the basis for a general manager job description. Between now and the end of the day, we'd like you to work on preparing a presentation of your responses to those requirements, to be delivered first thing tomorrow morning.