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The St. Gallen Management Model

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1.0.2 Enacting an organization-specific configuration of resources
1.0.3 Addressing the expectations of relevant actors
1.0.4 Communicatively developing the landscape of possibilities and configuration of resources

A look into praxis
Understanding the interaction of environmental spheres, controversies, and stakeholders

1.1 Understanding environmental spheres
1.1.0 Environmental spheres are constituted as discourses
1.1.1 Environmental spheres are based on a focus
1.1.2 Environmental spheres are developed in procedures
1.1.3 Environmental spheres impose evaluation criteria

1.2 Dealing with controversies
1.2.0 Controversies question what is taken for granted
1.2.1 Controversies are sparked by issues
1.2.2 Controversies are formed around positions
1.2.3 Controversies are enacted in the media

1.3 Encountering stakeholders
1.3.0 Addressing stakeholders as relevant actors in the environment
1.3.1 Stakeholders have impact through relationships
1.3.2 Stakeholders condense expectations in the environment
1.3.3 Stakeholders care for the representation of positions
2. Organization as a value-creation system

2.0 Stabilizing the organization as a value-creation system

2.0.1 Organizational value creation is a process and a result

2.0.2 Organizational value creation is based on collaborative specialization

2.0.3 Organizations are constituted as systems

2.0.4 Organizations structure themselves

2.0.5 Organizations construct themselves through communication

A look into praxis
Structuring and dynamic development of organizational value creation

2.1 Developing organizational value-creation processes

2.1.0 Value creation requires dynamic development

2.1.1 Specialization requires differentiation

2.1.2 Processes integrate collaborative value creation

2.1.3 Dynamic stabilization is implemented in processes of opening and closing

2.2 Developing certainties through viable decision-making praxis

2.2.0 Decisions embody communicative achievements

2.2.1 Decision-making imperatives need to be addressed systematically

2.2.2 Efficient decision-making praxis requires routinized forms of processing

2.2.3 Effective decision-making praxis requires decision-making capacity

2.3 Mediating a collective orientation through a frame of reference

2.3.0 Coherent decision-making requires a clear view of values

2.3.1 The normative perspective clarifies identity and accountability

2.3.2 The strategic perspective provides orientation for safeguarding the future

2.3.3 The operational perspective coordinates everyday praxis
3. Management as reflexive design praxis

3.0 Understanding management as reflexive design praxis
3.0.1 Reflexive design praxis is communication praxis
3.0.2 Reflexivity about organizational value creation and further development
3.0.3 Mobilizing management practices to deal with uncertainty
3.0.4 Shared anchoring in diverse communities of practice

A look into praxis
Strategy work and management architecture

3.1 Management praxis
3.1.0 Management is realized in reflexive design
3.1.1 Management facilitates reflexivity
3.1.2 Management creates opportunities
3.1.3 Management endorses scalability

3.2 Corporate governance
3.2.0 Corporate governance shapes relationships with the environment
3.2.1 Defining system boundaries
3.2.2 Institutionalizing executive management
3.2.3 Structuring management architecture

3.3 Executive management
3.3.0 Executive management acts with a view to an organization as a whole
3.3.1 Defining ideas of success
3.3.2 Specifying management praxis
3.3.3 Stabilizing change processes
4. Management innovation – reflecting on and shaping the future of management

4.1 Management innovation is controversial and necessary
4.2 Management innovation utilizes innovation resources
4.3 Management innovation requires partnerships of reflexivity and innovation
4.4 The St. Gallen Management Model is a language of reflexivity for management innovation
4.5 The St. Gallen Management Model itself is repeatedly subject to innovation

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