TABLE 2-1. Human Problems Confronting Contemporary Organizations

Problem	Bureaucratic Solutions	New Twentieth-Century Conditions
Integration Integrating individual needs and organizational goals.	No solution because there is no problem. Individual vastly over-simplified, regarded as passive instrument. Tension between personality and role disregarded.	Emergence of human sciences and understanding of man's complexity. Rising aspirations. Humanistic-democratic ethos.
Social Influence Distributing power and sources of power and authority.	An explicit reliance on legal-rational power, but an implicit usage of coercive power. In any case, a confused, ambiguous, shifting complex of competence, coercion, and legal code.	Separation of management from ownership. Rise of trade unions and general education. Negative and unin-tended effects of authoritarian rule.
Collaboration Producing mechanisms for the control of conflict.	The "rule of hierarchy" to resolve conflicts between ranks and the "rule of coordination" to resolve conflict between horizontal groups. Loyalty.	Specialization and professionalization and increased need for interdependence. Leadership too complex for one-man rule or omniscience.

Problem	Bureaucratic Solutions	New Twentieth-Century Conditions
Adaptation Responding appropriately to changes induced by the environment.	Environment stable, simple, and predictable; tasks routine. Adapting to change occurs in haphazard and adventitious ways. Unanticipated consequences abound.	External environment of firm more turbulent, less predictable. Unprece-dented rate of technological change.
Identity Achieving clarity, consensus, and commitment to organizational goals.	Primary goal of organization clear, simple, and stable.	Increased complexity due to diversity, multipurpose capability, intersector mobility. Creates role complexity, con-flict, and ambiguity.
Revitalization Dealing with growth and decay.	Underlying assumption that the future will be certain and at least basically similar to the past.	Rapid changes in technologies, tasks, manpower, raw materials, norms and values of society, goals of enterprise and society all make constant attention to the process of revision imperative.