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## Interorganizational Relationships

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Levers Of Control In Interorganisational  
The concept of levers of control (LOC) has been put forward as a descriptive model identifying the existence of sets of control mechanisms: belief systems, diagnostic systems, limits systems and interactive systems (Simons, 1991, 1995). Belief Systems are basically the core

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How Managers Use Innovative Control Systems to Drive Strategic Renewal

This edition published in November 1994 by Harvard Business School Press. First Sentence "This chapter introduces the tensions that arise in attempting to align organizations, business strategy, and human behavior."

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The Levers of Control model contains four instruments that can serve as a lever to better control an organisation. Simons focused specifically on activities that are meant to achieve the organisation's strategic objectives. MCS and LOC are not only meant to change behaviour, but also to implement strategic changes. Objectives and behaviour. The Levers

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of Control model is characterised by the two elements "objectives" and "behaviour".

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Lets explore the What, Why and How of the four levers of control in the company: LEVER 1: Belief systems  
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momentum and guidance to opportunity. Mission statements; Vision statements; Credos; Statements of purpose; LEVER 2: Boundary system What:

~~Levers of Control (Simons)~~

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Optimizing these 10 levers of organizational excellence can help you achieve optimal business performance. Thanks to John Harris for sharing his advice and opinions in this post. John Harris is a partner at Performance pH. You can follow him on Twitter or connect on LinkedIn.

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Simons allows for a comprehensive classification, yet in practice, not all levers are taken into account or a narrow interpretation is used, [In previous research, the role of PMS [performance management

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Relationshipsstrategy. The model has received an intense attention in literature, even though it is a descriptive model and it does not explain causal relations Levers Of Control In Interorganisational Relationships The Levers of Control (LOC) model proposed by Robert Simons (1995) Page 7/21

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## Interorganisational Relationships

Based on both participating observation and specific case studies, this research aims at demonstrating that the success of inter-organisational relationships in civil aerospace lies in control tools and strategies based on key levers, which we identified thanks to an extensive analysis of existing literature and on-field observations; the orchestration of a dynamic organisational architecture for the control devices and mechanisms, which fosters a sound interpenetration of all actors ...

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Levers of Control: How Managers Use Innovative Control Systems to Drive Strategic Renewal by Robert Simons (217 pages, Harvard Business School

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Press, 1995) by Leo D'Acierno. One of our clients uses Robert Simons' Levers of Control as a kind of management bible. The C.E.O. gives the book to his immediate staff and direct reports and puts them through workshops conducted by Mr. Simons himself that focus on using the book's four major levers of analysis and control.

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In addition to the more traditional diagnostic control systems, Simons identifies three new control systems that allow strategic change: belief systems that communicate core values and provide inspiration and direction, boundary systems that frame the strategic domain and define the limits of freedom, and interactive systems that provide flexibility in adapting to competitive environments and encourage organizational learning.

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Interorganisational intraorganisational control research and especially the

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broadly analyzed model of levers of control (LOC) may be useful for interorganisational relationships, specialized literature has somewhat neglected it. This is an expected result, since control problem in IOR has been LEVERS OF CONTROL IN INTERORGANISATIONAL

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