

	STABLE OUTSIDE WORLD	DYNAMIC OUTSIDE WORLD
Complex outside world	The Professional Bureaucracy	Adhocracy
	Coordination of work tasks by standardising professional skills, i.e., the required knowledge and education are specified but the tasks are solved with a high degree of independence (e.g. doctors).	Coordination of the work tasks by mutual adjustment, i.e. there is a great deal of independence involved in solving the tasks and the employees coordinate with each other on an ongoing basis.
	Examples: Hospitals, schools, consulting engineers.	Examples: Research organizations and young IT companies
		Similar to Burns and Stalker's organismic form.
Simple outside world	The Machine Bureaucracy	The Simple Structure
	Coordination of work tasks by standardising work processes, i.e., there are precise instructions on how to do the work (e.g. assembly line).	Coordination of tasks by direct management, i.e., a person is appointed to coordinate the work of monitoring and correcting the employees.
	Examples: Mass-producing industry, large banks and government organizations with many routine tasks.	Examples: Start-ups, craftsmen, organizations in crisis.
		Similar to Burns and Stalker's mechanistic form of organization.

FIGURE 3.17
The outside world and Mintzberg's organizational configurations. © Praxis – Nyt Teknisk Forlag 2020