CIS015-3
The Four Gods of Management in Action

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• Based on Charles Handy: The Four Gods of Management, Oxford University Press.
• http://www.google.co.uk/search?q=Charles+Handy+The+four+gods+of+management
Charles Handy’s “Gods of Management”

Chapter One

The Four Gods of Management

Each of the four gods gives its name to a cult or philosophy of management and to an organisational culture. Each of these cultures has also got a formal, more technical, name, as well as a diagrammatic picture. The name, picture and the Greek god each carries its own overtones, and these overtones combine to build up the concept I am trying to convey. They also help to keep the ideas in one’s memory.

<table>
<thead>
<tr>
<th>The Culture</th>
<th>The Picture</th>
<th>The God</th>
</tr>
</thead>
<tbody>
<tr>
<td>Club</td>
<td><img src="image" alt="Club" /></td>
<td>Zeus</td>
</tr>
<tr>
<td>Role</td>
<td><img src="image" alt="Role" /></td>
<td>Apollo</td>
</tr>
<tr>
<td>Task</td>
<td><img src="image" alt="Task" /></td>
<td>Athena</td>
</tr>
<tr>
<td>Existential</td>
<td><img src="image" alt="Existential" /></td>
<td>Dionysus</td>
</tr>
</tbody>
</table>

These names, signs and gods do not amount to definitions, for the cultures cannot be precisely defined, only recognised when you
What am I doing for a living?

- I am Senior Lecturer at the University of Bedfordshire.
  - Apollo
- I teach Project Management.
  - Athene
- I work for Yong and Les.
  - Zeus
- I am a Computer Scientist.
  - Dionysus
The Four Gods of Management

- Zeus: Club Culture
- Apollo: Role Based Culture
- Athena: Task Based Culture
- Dionysus: Existential

- See links on BREO for details.
## Organization Models and Project Manager’s Role

<table>
<thead>
<tr>
<th>Organization Model</th>
<th>Level of Authority</th>
<th>Communication Methods</th>
<th>Staff Management Techniques</th>
</tr>
</thead>
<tbody>
<tr>
<td>Functional (hierarchical)</td>
<td>Low</td>
<td>Horizontal flow of information is difficult</td>
<td>Well defined</td>
</tr>
<tr>
<td>Apollo</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Matrix organization</td>
<td>Medium</td>
<td>Good information flow</td>
<td>May become problematic (two bosses)</td>
</tr>
<tr>
<td>Matrix organization</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Projectized organisation</td>
<td>High</td>
<td>Excellent conditions</td>
<td>Demanding (uncertainty of “after the project”)</td>
</tr>
<tr>
<td>Athena</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Zeus</td>
<td>Depends on relationship between Project Manager and the sponsor (“Zeus”). Can be excellent or doomed.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dionysus</td>
<td>Low</td>
<td>Unreliable</td>
<td>Nearly impossible, needs soft skills.</td>
</tr>
</tbody>
</table>
PRINCE2® Management Structure (as already seen before)
PRINCE2® Management Structure
Zeus - Culture

Corporate/Programme Management

Project Board:
Senior User  Executive  Senior Supplier

Project Manager

Team Manager

Project Assurance

Project Support
PRINCE2® Management Structure
Athena - Culture

Corporate/Programme Management

Project Board:
Senior User Executive Senior Supplier

Project Manager

Team Manager

Project Assurance

Project Support
PRINCE2® Management Structure
Apollo - Culture

Corporate/Programme Management

Project Board:
Senior User  Executive  Senior Supplier

Project Manager

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Project Support
PRINCE2® Management Structure
Dyonisus - Culture

Corporate/Programme Management

Project Board:
- Senior User
- Executive
- Senior Supplier

Project Manager

Team Manager

Project Assurance

Project Support
Why are you here?

- I am enrolled in CIS015-3 Social and Professional Project Management at the University of Bedfordshire.
  - Apollo
- I learn how to do projects
  - Athene
- I attend Marc’s lecture
  - Zeus
- I want to know about projects
  - Dionysus