

The Evolution of Competitive Capability in New Zealand - A Systems-Based Perspective

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This paper reports on preliminary findings arising out of a New Zealand Government financed project that is examining the evolution of competitive capability in successful companies. Using a number of systems-based ideas and methodologies, this paper examines the evolution of arrangements for managing the organisation - environment interface, processes for managing the whole organisational system focussing in particular on the relationship between senior management and the operational units of the companies involved, the importance of and role played by particular structural arrangements in maintaining on-going viability, and the extent to which self-regulation and self-organisation are important principles in managing environmental complexity.