

Press release

Matrix organizations slow down enterprises. Dr. Guido Quelle debates with Dr. Jay Galbraith in BusinessWeek Online.

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Numerous companies regard matrix organizations as an effective means to achieve success. Dr. Guido Quelle, managing shareholder of Mandat Managementberatung GmbH, is of a totally different opinion. "The matrix organization can turn out to be a dead end. The greatest danger is that it makes enterprises slow down and delay decisions," says Quelle, who has a reputation as an expert for profitable growth and now defends his thesis against one of the most renowned American experts on organization design, Dr. Jay Galbraith.

According to Quelle, matrix organizations are not only characterized by frequent competence conflicts but they also pose a disadvantage to the customer because of their lack of speed. In his consulting work, Quelle has expressly advised his clients against implementing a matrix organization. "Instead, we have aligned the existing line organizations to the new requirements, streamlined these organizations and speeded up the internal decision paths," the German management consultant continues. "Customers want to talk to people who are authorized to make decisions. It is therefore important that executives have high decision latitude," explains Quelle, who is convinced that any organization should be guided by the needs of their customers.

BusinessWeek, one of the most prominent American business magazines, has invited both Quelle and Galbraith to defend their contrary views in an online debate room. Galbraith is in favor of matrix organizations, Quelle against them. The competition for the best argument has been opened, now the readers have their say. Of course Guido Quelle is pleased to get support from Germany for his point of view. "Comments from Germany are highly valued in the U.S.," Quelle points out. The BusinessWeek Debate Room is available to interested readers and contributors at <http://www.businessweek.com/debateroom>.

Dr. Guido Quelle has been an entrepreneur for over 20 years. As a consultant, author, speaker and expert for profitable growth he actively supports business leaders in making their companies fit for sustainable growth. Dr. Quelle is the first European member of the Million Dollar Consultant® Hall of Fame. His upcoming book "Plan Lead Grow" is supposed to be published in fall 2009.

Mandat Managementberatung GmbH, Dortmund, has been supporting the profitable growth of its clients for 20 years. So far, over 300 strategy and organization projects have been supported. The 100+ German and multinational clients of Mandat include ANZAG, British-American Tobacco, CBR Group, Deutsche Post, DHL, Hornbach, Mercedes-Benz, Volkswagen and the Erasmus University at Rotterdam as well as a large number of middle-sized companies.

Photo: Dr. Guido Quelle, managing shareholder of Mandat Managementberatung GmbH, Dortmund.
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