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build up your

close friends

listings. This

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Control How
is just one of
the solutions
for you to be
Innovative
successful. As
understood,
exploit does not
Systems to
suggest that you
Drive Strategic
have fabulous
Renewal
points.

Comprehending as
well as accord
even more than
extra will offer

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each success.

bordering to,
the message as
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difficulty as
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taken as How

skillfully as
picked to act.

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Levers Of

(217 pages,

Harvard Business
School Press,

1995) by Leo

D'Acerno. 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

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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 this volume,

Simons focuses

primarily on

"the

informational

aspects of

management

control systems

- the levers

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Control How to

transmit and

process

information

within

organizations.

For the

discussion to

follow, I adopt

the following

definition of

management

control systems:

[begin italics]

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control presents
a comprehensive
theory

illustrating how
managers control
strategy using 4
basic levers

belief systems
boundary systems
diagnostic
systems and
interactive
control systems

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The Levers of
Control model
contains four
instruments that
can serve as a
lever to better
control an
organisation.

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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

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strategic How

changes.

Objectives and

behaviour. The

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Control model is

characterised by

the two elements

'objectives' and

'behaviour'.

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~~Control model~~

~~a strategy and~~

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~~management tool~~

•••
Managers Use

Robert Simons.

In his book

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Renewal" (1995)

Robert Simons

introduced a

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Control How

giving managers
in large

companies a tool

to manage the

tension between

(value) creation

and control

(managing and

measuring

value) .

~~Summary of~~

~~Levers of~~

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~~Control model~~

~~Simons. Abstract~~

The four levers
comprise:

Diagnostic

control;

Interactive

Control;

Boundary

Systems; Belief

Systems;

Diagnostic

Control.

Diagnostic

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Control is the standard use of performance measures and is primary focused on Feedback control.

Performance is measured against a target and management acts on the variance.

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~~Control~~ | ICAEW

The five control levers include:

1. Belief systems,

2. Boundary systems,

3. Internal control systems,

4. Diagnostic systems,

and 5. Interactive systems.

Belief systems relate

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to the
fundamental
Managers Use
values of the
Innovative
organization.
Examples in this
category include
mission
statements and
vision
statements.

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of Control —
Management And~~

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Using powerful
examples, Simons
shows how to

apply four

powerful
management

"levers" to

balance autonomy

with control:

Traditional

diagnostic

control systems,

Belief systems,

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In the paper, we study management control from the Simons' four levers of

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