

Organizational Structures and Dynamics

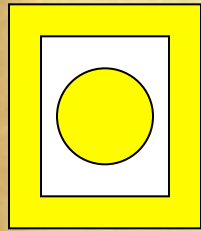
Anna-Maria Rivas McGowan

NASA Langley Research Center, Aeronautics Research
Directorate

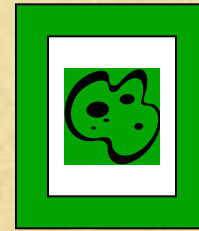
University of Michigan, Design Science



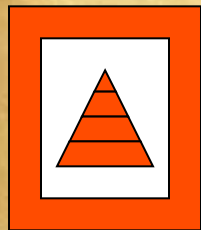
Competing Values Framework



Clan



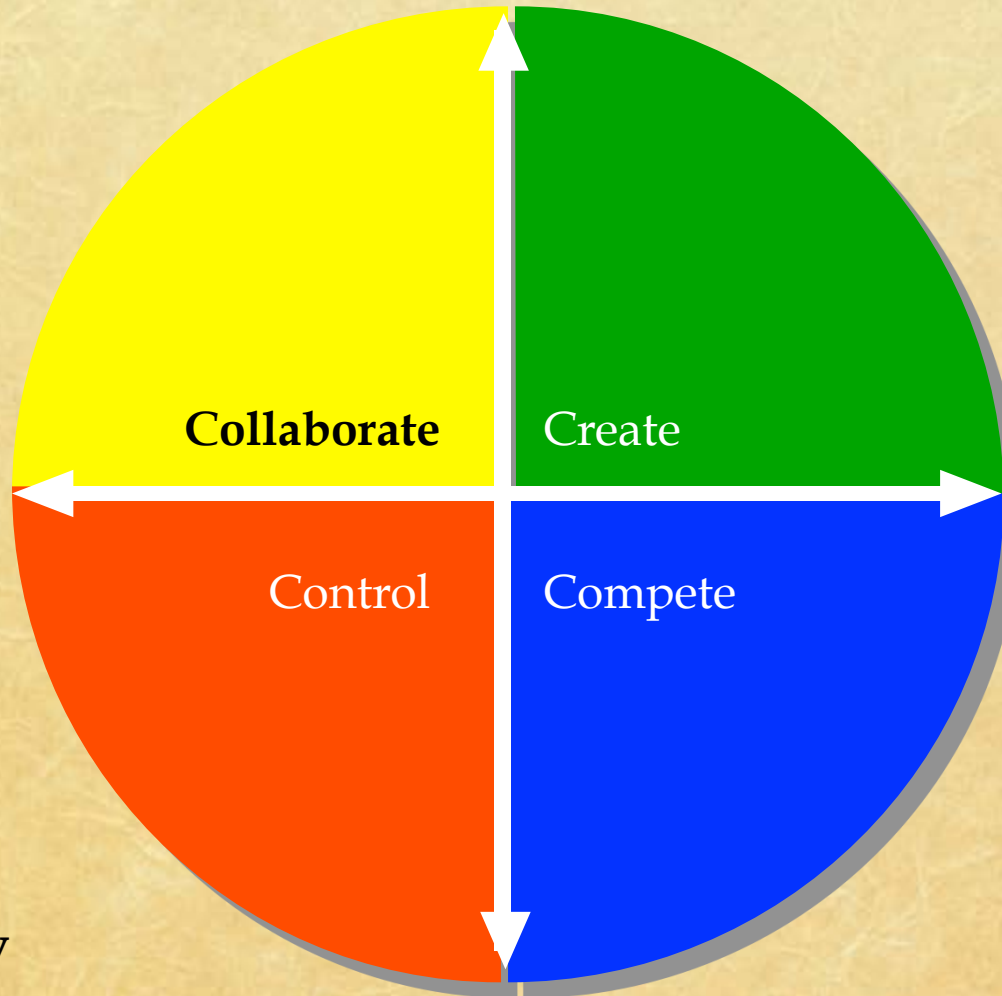
Adhocracy



Hierarchy



Market



Systems and Processes



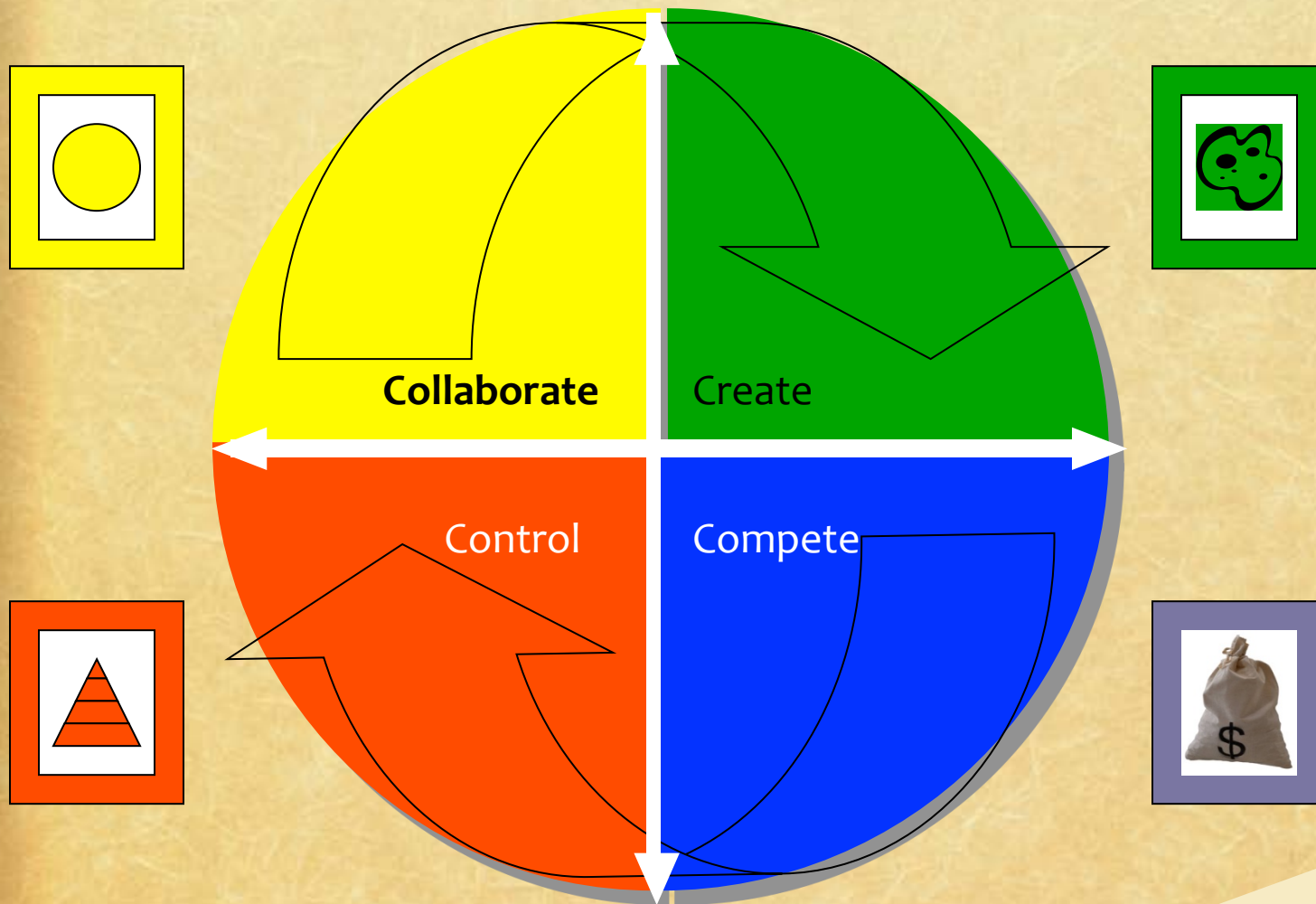
- Developing common values
- Listening to coworker concerns
- Facilitating teamwork & cooperation
- Surfacing & resolving conflicts
- Sharing information with others
- Emphasizing employee training & education
- Attracting & hiring good people
- Mentoring and coaching people
- Increasing morale
- Building consensus
- Fostering empowerment

- Increasing productivity
- Cutting costs
- Improving processes
- Lowering risk exposure for the organization
- Developing technical systems
- Meeting quality specifications
- Implementing controls to minimize waste and fraud
- Managing projects
- Reducing system errors
- Establishing procedures
- Maintaining professional standards

- Creating new products and services
- Encouraging breakthrough innovation
- Identifying new markets and opportunities
- Brainstorming
- Introducing revolutionary ideas
- Articulating future possibilities for the organization
- Strategizing change
- Anticipating what the customer wants next
- Encouraging entrepreneurship
- Envisioning new businesses
- Starting creative experiments

- Emphasizing competitiveness
- Setting short-term objectives
- Making decisions quickly
- Emphasizing short time-to-market
- Focusing on goal attainment
- Meeting or exceeding financial goals
- Delivering shareholder value
- Maintaining profit focus
- Creating a sense of urgency
- Being a decisive decision-maker
- Driving through barriers

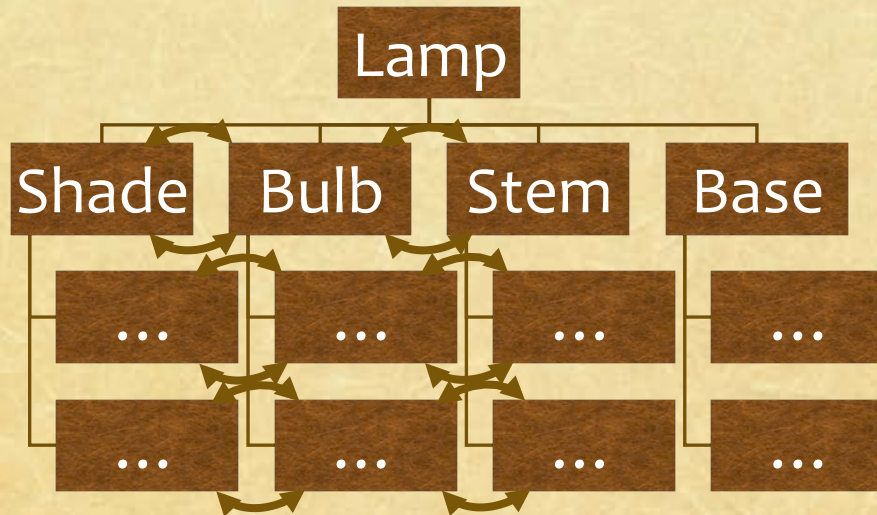
Challenge: Integrating Competing Values



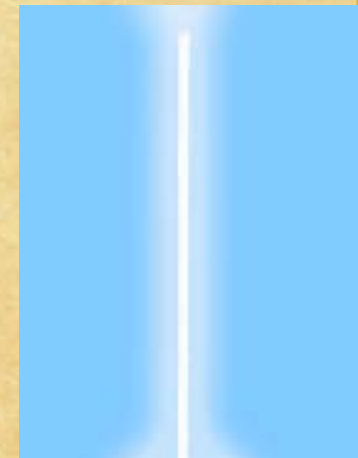
Organizing

The Organization In Operation

Designing or Researching a Lamp



Illuminating Shade
(no separate bulb)

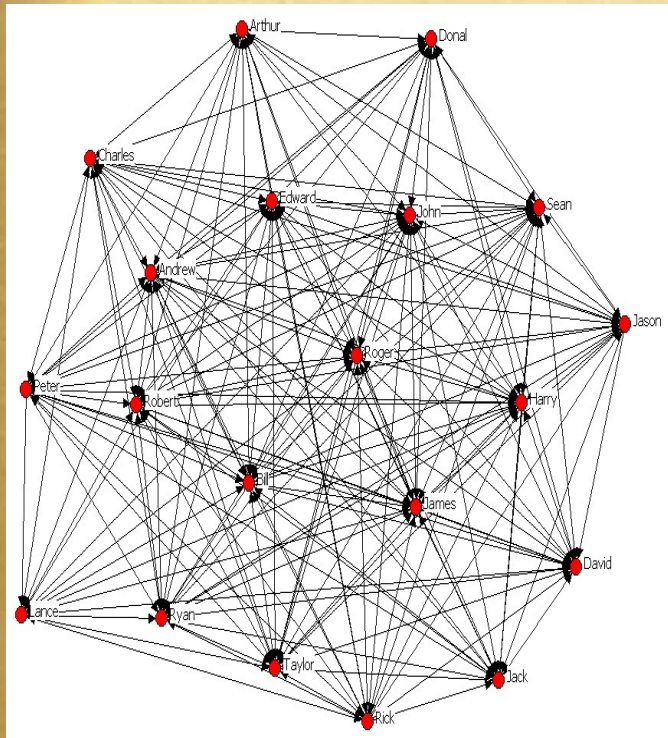


Illuminating Stem
(no separate bulb)

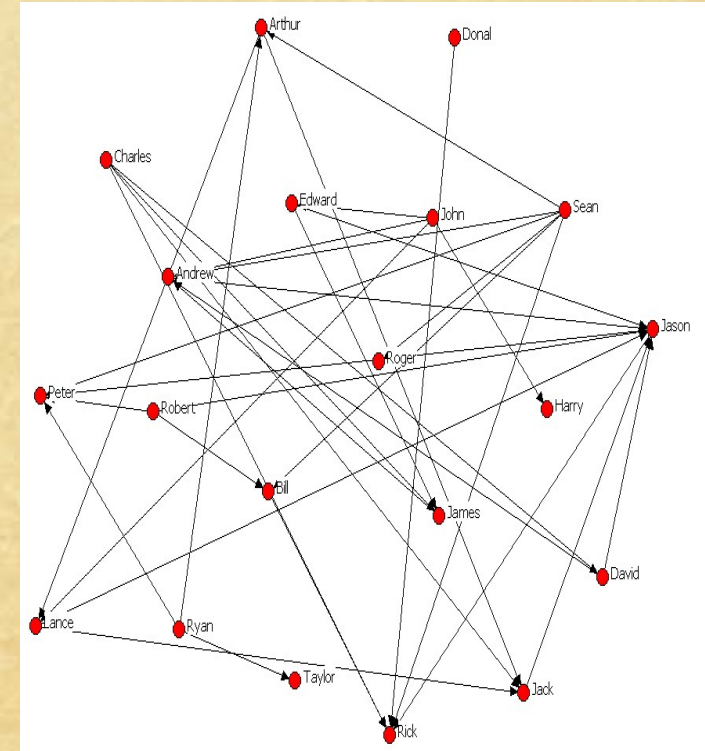
Traditional Remedies:

1. Increase the number of meetings of the “Lamp Part Directors”
2. Have all researchers document their findings on a knowledge mgt database
3. Further decompose the parts of the lamp and increase detailing the requirements or objectives
4. Hire a System Engineer
5. Hire an Optimization Specialist

Organizations...



Highly Connected



Very Lightly Connected

Network Science and High Quality Connections