

People & Organizations

How to Analyze, Read and
Navigate an Organization

The Strategic Design Perspective:
Case of the MIT DUE

Three Perspectives on Orgs.

- Strategic design—grouping, linking, alignment
- Political—interests, power, conflict, coordination
- Cultural—traditions, deep values, unstated assumptions—the unconscious side
- Value lies in sharp, focused analysis using each lens; don't be too quick to combine

Strategic Design: Case of MIT

- What are MIT's Goals—what's it trying to do (better than others)
- Teach
 - Undergrads
 - Grads
 - Others—executives, the world (OCW)
- **Research**

How is MIT Organized (SD)

- President, Provost, Chancellor....
- Functional—Schools, Departments, Labs..
- Product/Customer—Undergrads, Grads
 - Then Functional again within DUE
 - Adm
 - Registrar
 - Writing???

So where and what are you in this structure?

Customer? Product? Input?

Challenges (Tasks) Facing DUE

- List some challenges from your data

Challenges (Tasks Facing DUE— Faculty Perspective

- Implementing New General Institute Requirements (GIRs)
- More responsive to faculty—e.g. more and analysis of student data

Group Task

- What if any changes in DUE would you recommend to address these challenges?
- Remember your basic Strategic Design tools are:
 - Grouping—reorganization formal structure
 - Linking—new/better coordinating mechanisms
 - Alignment—get goals of subunits (and people) in synch with tasks and overall MIT goals

Coping with Generic SD Problems

- Getting lost in a big bureaucracy—lack of entrepreneurship—tips for navigating
- The current cure all—flatten hierarchy and replace hierarchy with networked units/people
 - Use modern IT to have greater access to info and to people
 - But, how to deal with info overflow and unrestricted access?

Summing Up: Key Questions to Ask Yourself in Reading an Organization's SD

- What is the organization trying to do and how is it structured?
- Does structure fit goals/strategy?
- Has environment changed in ways that create misfits of strategy—structure?
- How do I get something done by using the structure?
- How can I overcome limits or constraints of structure?

Strategic Design

- A good starting point for reading organizations----if
- Complemented by:
 - Political Perspective
 - Cultural Perspective