Session 1:

Technology Policy and Organizational Processes – What’s Changing?

Joel Cutcher Gershenfeld
Session Design (2 hours)

- Welcome and Overview (30 min.)
- Elements of the “New” Organization (30 min.)
- Data on Winners and Losers in the New Economy (30 min.)
- Industry Clusters (20 min.)
- Concluding Comments (10 min.)
Course Objectives

Part I: Technology Policy Organizations

- Understand the nature and operation of technology policy organizations in the 21st Century – utilizing alternative lenses, tools and methods
- Build leadership skills associated with aligning organizational strategy, structure and process in support of technology policy objectives
- Ground knowledge of technology policy organizations in the complex realities of organizational life – through integration of personal experience and field data collection

Part II: Technology Policy Negotiations and Dispute Resolution

- Build interactive skills associated with effective negotiations on technology policy issues
- Understand the nature and operation of dispute resolution systems in the technology policy context
- Develop the wisdom to establish constructive “rules of the game” in the technology policy context

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Today’s Agenda: What’s Changing, Why, and Implications for Managing

- What’s Driving Change?
- What are the Dimensions of Change?
- Where are we in the Transition Process?
- Who’s Winning? Losing?
- What Skills do we Need?
  - To lead our own organizational units
  - To manage cross-organization relationships
Elements of the “New” Organization

- Networked → Managing with & across Teams
- Flat → Negotiating & Managing Conflict
- Flexible → Managing Change
- Diverse → Gaining through Diversity
- Global → Learning across Borders
Group Discussion

- What is it like advancing a technology policy agenda in a traditional organization?

- What is it like advancing a technology policy agenda in this “new” organizational model?
“CEOS will have to model themselves after directors of symphony orchestras or ballet companies. The CEO sets a vision and then allows the individual ‘artists’ all leaders in their own right to fashion their own piece of the performance. The ability to be able to fight and yet come out with a common direct they’re all committed to is key.”

Robert J. Thomas, Anderson Consulting, Institute for Strategic Change
Three/Five Perspectives on Organizations

- Strategic Design Perspective
- Political Perspective
- Cultural Perspective
- Engineering
- Economic
Strategic Design Perspective

- Selected types of organizations relevant to TPP
  - Multi-national corporations
  - Entrepreneurial start-ups
  - Research and development organizations/operations
  - Government/regulatory organizations
  - Non-profit organizations, NGOs and others
The Deeper Debate: Toward What Ends: Shareholder or Stakeholders?

Which of the following do you agree with more strongly?

“U.S. corporations should have only one purpose--to make the most profit for their shareholders--and their pursuit of that goal will be best for America in the long run.” _____%?

“U.S. corporations should have more than one purpose. They also owe something to their workers and the communities in which they operate, and they should sometimes sacrifice profit for the sake of making things better for their workers and communities” _____%?

Source: Business Week, Harris Poll, Sept. 11, 2000, 149.
Which of the following do you agree with more strongly?

“U.S. corporations should have only one purpose--to make the most profit for their shareholders--and their pursuit of that goal will be best for America in the long run.” 4%

“U.S. Corporations should have more than one purpose. They also owe something to their workers and the communities in which they operate, and they should sometimes sacrifice some profit for the sake of making thing better for their workers and communities” 96%

Source: Business Week, Harris Poll, Sept. 11, 2000, 149.
The Current Public Mood: Are we entering a new Reformist Period?

- After 8 years of prosperity (1999):
  - 75% of Americans believe the benefits of the new economy were distributed unfairly
  - 69% believe business was doing a poor or fair job of improving living standards.
  - Only 1/3 believe globalization increased their income or job security
- Post 9/11 leading to reassessment of priorities?
- Post Enron?
Kofi Annan’s Vision: A Global Compact

- “The Global Compact is not a regulatory instrument or code of conduct, but a value-based pledge to promote institutional learning. It uses the power of transparency and dialogue to identify good practices based on universal principles.”

- The Principles are Derived from the UN’s:
  » Universal Declaration of Human Rights
  » Fundamental Principles & Rights at Work
  » Rio Declaration on Environment & Development
“Dr. Hammer points out a flaw: He and others in the $4.7 billion reengineering industry forgot about people:

‘I wasn’t smart enough about that…and was insufficiently appreciative of the human dimension. I’ve learned that’s critical.’”

Winners & Losers in the New Economy

Selected Work and Family Data,

Economic Policy Institute, The State of Working America, 2000 (Updated)
Hourly Productivity, 1989-99


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Unemployment Rates by Education, 1992-99


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Hourly Wages for Men by Wage Percentile, 1973-99


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Hourly Wages for Women by Wage Percentile, 1973-99


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95/50 Percentile Wage Inequality, 1973-99


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Median Family Income, 1947-98


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Annual Growth in Family Income, 1989-95 and 1995-99


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Average Family Hours, 1979-98

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Change in Income and Hours for Middle Income Families, 1979-89 and 1989-98


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Health Insurance and Pension Coverage, 1979-98


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Poverty Rate, Families With Children, 1979-98

Session 1: Summary Points

- Organizations are complex systems in transition--will be always be changing/evolving
- Science & Art of Management: managing dynamics of change--contradictions, countervailing forces, multiple stakeholders -- avoiding “winners” & “losers”
- Need strong analytical frameworks -- go beyond the hype; be critical; ask tough questions
- Current Environment—challenging organizations to be accountable for multiple economic and social objectives
- Theory is necessary but academic without practice--the payoffs are in our ability to implement!