

Organizational Assumptions

- **Theory X and Theory Y Perspectives:**
 - **Assumptions about employees and their motivations**
- **20th and 21st Century Models of the Organization:**
 - **Assumptions about people, work, technology, leadership, and goals**
- **Review Each Pair to Discuss Process of Shifting from 20th to 21st Century Assumptions**

Core Assumptions: People, Work, Technology, Leadership, Goals

20th Century Model	21st Century Model
Labor Cost	Human Asset
Individual	Collaborative
Substitution	Integration
Technical Experts	Distributed Leadership
Unitary	Multi-Stakeholder

1. People

**20th Century
Organizational Model**

**21st Century
Organizational Model**

**Labor
Cost**

**Human
Asset**

2. Work

**20th Century
Organizational Model**

**21st Century
Organizational Model**

Individual,
industrially-
based tasks

Collaborative,
knowledge-
based projects

3. Technology

**20th Century
Organizational Model**

**21st Century
Organizational Model**

Substitution or
extension of
human effort

Integration with
social systems
to enable work

4. Leadership

**20th Century
Organizational Model**

**21st Century
Organizational Model**

Senior managers
and technical
experts

Distributed
capability at
all levels

5. Goals

20th Century Organizational Model

21st Century Organizational Model

Unitary focus
on returns to
shareholders

Multidimensional
focus on value
for multiple
stakeholders

Industries Selected and Tasks

Industries:

- **Aerospace**
- **Bio-technology**
- **Energy & Environment**
- **Geospacial**
- **Information Technology**
- **Telecommunications**

Tasks:

- A. Confirm Industry boundaries and members
- B. Brainstorm a list of 3-5 key policy issues
- C. Brainstorm a list of 5-10 key stakeholders relevant to these issues

Sample Lists of Issues and Stakeholders

- **Sample US Auto Industry Technology Policy Issues:**
 - » Dual Fuel vs. Hydrogen Engines
 - » SUV Safety Issues
 - » Implications of Diesel Fuel in Europe
 - » Steel recycling
- **Sample Issues that are more Social or Political Issues:**
 - » “Domestic Content” Legislation
 - » Free Trade Agreement with South America
 - » National Health Care
- **Sample US Auto Industry Stakeholders:**
 - » Domestic OEMs
 - » “Transplants”
 - » First, Second and Third Tier Suppliers
 - » UAW
 - » Society of Automotive Engineers
 - » U.S. Department of Transportation
 - » Communities with production facilities
 - » Fuel delivery infrastructure