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Designing and Leading the Entrepreneurial Organization

MIT Sloan School of Management
Agenda

- Building Organizational Capabilities
- HP Case Discussion
- Teams & Projects
Congruence
Case Discussion

Hewlett Packard
Congruence

- Leadership
- People
- Critical Tasks
- Formal Organization
- Culture
Hewlett-Packard 1939-1979

**People**
- Engineers
- Technical Talent
- Technical Insight
- Creativity
- Initiative

**Critical Tasks**
- Continuous
- Incremental
- Innovation

**Culture**
- Open, Informal
- Frugal
- Consensus-oriented
- Team-based
- Loyal

**Formal Organization**
- Flat, Decentralized
- Cross-functional
- MBO, MBWA
- Formal Processes
- Tight budgetary controls