

**15.394**

**Designing and Leading the  
Entrepreneurial Organization**



**MIT Sloan School of Management**

# Agenda



- ❖ Review HP & Apple
- ❖ Project Update
- ❖ Case Discussion
  - ❖ Data General

# Building Organizational Capabilities



## Organizational Systems

- ✦ Commitment
- ✦ Star
- ✦ Engineering
- ✦ Autocracy
- ✦ Bureaucracy

### Cases:

- HP
- Apple
- Data General
- Cypress Semiconductor
- Sun Microsystems

# **Case Discussion**



**“The Soul of a New Machine”**

**Tom West & The Eagle Project**

# Evaluating Team Success



- ❖ Does the team's output (e.g. decisions, products, services) meet or exceed the standards of those who must use it?
- ❖ Does the team experience contribute to the personal well-being and development of the members?
- ❖ Does the team experience enhance the capability of the members to work and learn together in the future?

# Types of Teamwork

## Baseball

- ✦ Surgical Teams
- ✦ Individual roles
- ✦ Low Interdependence
- ✦ Individual Stars
- ✦ “playing *on* a team”

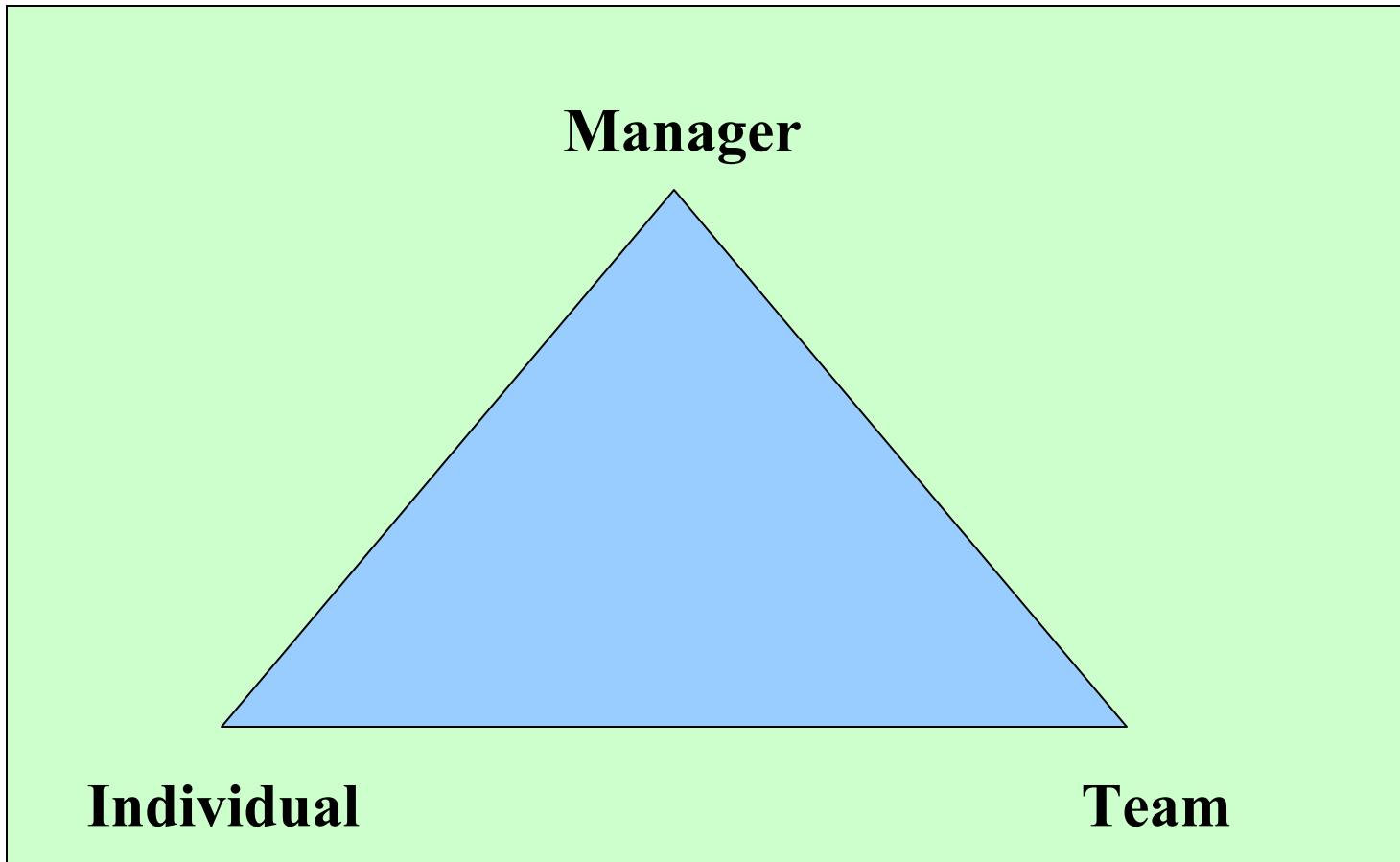
## Football

- ✦ Symphony Orchestra
- ✦ Individual roles
- ✦ Moderate Interdependence
- ✦ “playing *as* a team”

## Tennis Doubles

- ✦ Jazz ensemble
- ✦ Primary roles (flexible)
- ✦ Highly Interdependent
- ✦ “only the team performs; individual members contribute”

# Multiple Relationships



# Groups That Work



“ . . . those who create and lead work groups might most appropriately focus their efforts on the creation of conditions that support effective team performance. Rather than attempting to manage group behavior in real time, leaders might better spend their energies creating contexts that increase the likelihood . . . that teams will prosper . . . ”

J. Richard Hackman  
*Groups That Work*