

Forging A *New* Public/Private Partnership

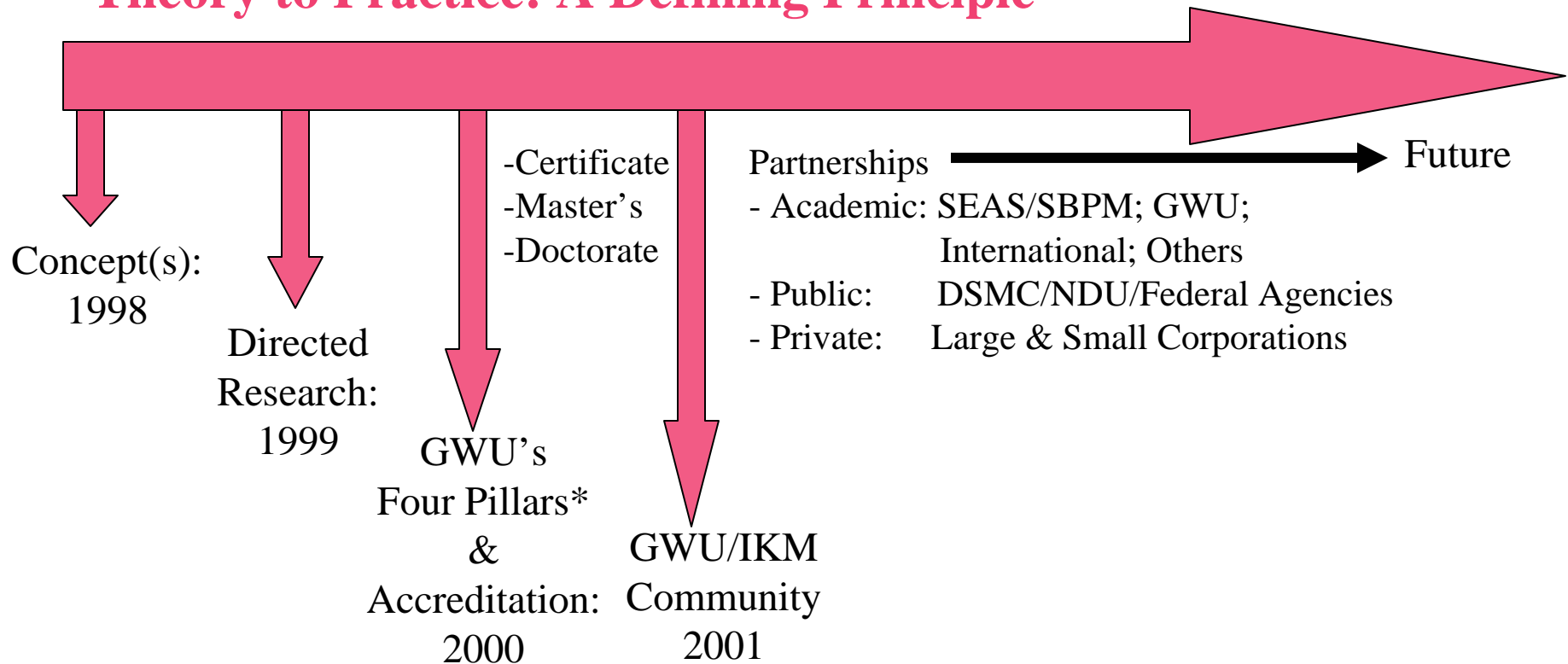
"Theory to Practice"
A Defining Principle for
The George Washington University
Institute for Knowledge Management

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GWU Knowledge Sharing: Evolving Partnerships

Theory to Practice: A Defining Principle



University:

GWU

School:

Engineering

Business

**Education &
Human Development**

**Arts &
Sciences**

Dept:

**Engineering
Management**

**Management
Science**

**Business
Administration**

**Human Resource
Development**

**Philosophy
Neuroscience**

**Computer
Science
Engineering**

**Public
Administration**

**Educational
Leadership**

**Political
Psychology**

Programs & Courses:

**Knowledge
Management**

**Strategic
Planning**

Ethics

**Process
Modeling**

**Object-Oriented
Design**

**Organizational
Learning**

**Information
Management**

**Organizational
Behavior**

**Project
Management**

**Artificial
Intelligence**

**The Learning
Organization**

**Information
Assurance**

Leadership

**Systems
Theory**

**Knowledge
Engineering**

**Organizational
Psychology**

**Information
Systems**

**Decision
Analysis**

**Risk
Management**

**Modeling &
Simulation**

**Communications
Theory**

**Knowledge
Sciences**

**Decision Support
Systems**

**Systems
Analysis**

**Systems
Engineering**

**Intelligent
Agents**

Institute for Knowledge Management

<http://km.gwu.edu>

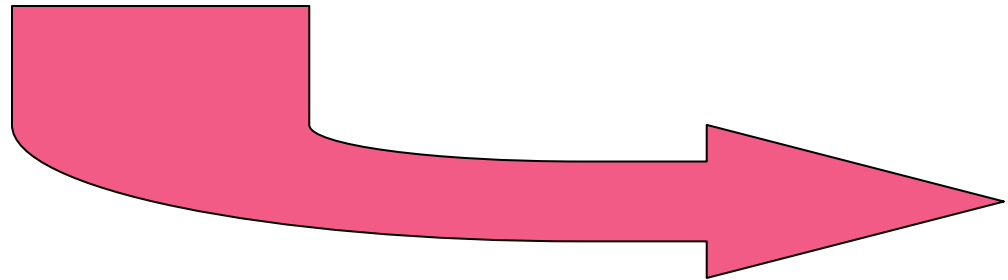


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WASHINGTON DC

GWU Institute of Knowledge Management

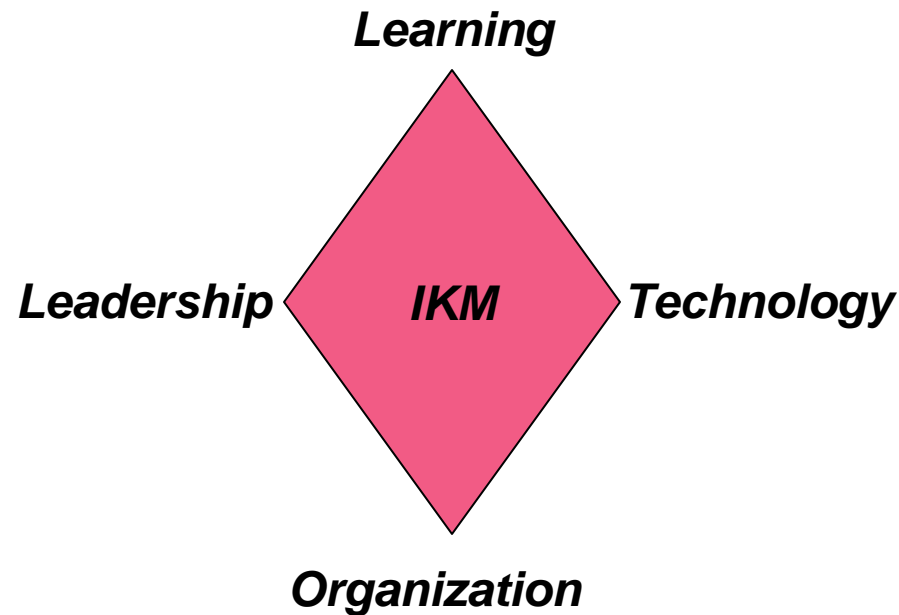
"Theory to Practice"

*Monitoring Contemporary Trends in
Organizational Change and Transformation*



The Adaptive Enterprise*

*GWU Institute of Knowledge Management
Theory to Practice*



**Adaptive Enterprise by Stephen Haeckel, IBM*

MAKE & SELL versus SENSE & RESPOND



Strategic Intent

Business as an efficient mechanism for selling to predictable markets

Business as a responsive system prepared to satisfy unanticipated customer requests

Profit Focus

Profit margins based on achieving economies of scale -- drive down fixed cost by increased production of the same product

Return on investment based on economies of scope -- re-use modular processes over a wide range of product components and customers

Articulation of Strategy

Strategy as a plan to aim defined products and services at defined markets

Strategy as an adaptive business design to sense earlier and respond faster to unpredictable change

MAKE & SELL versus SENSE & RESPOND



Organization Priority

Focused on planning and scheduling for greater predictability and efficiency

Focused on building capabilities for rapid process response to customer needs

Process

Achieve mass production through standard practices and repeatable processes

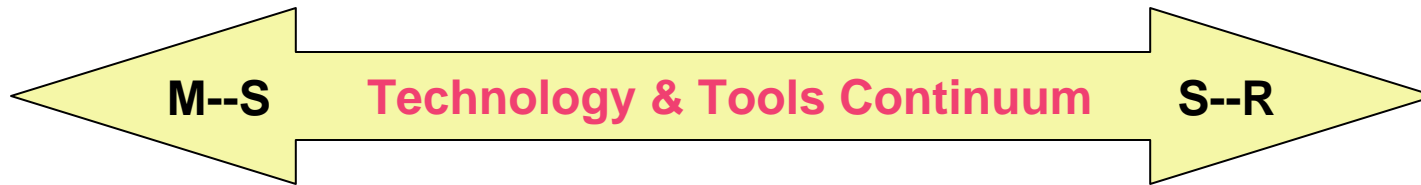
Build modular capabilities for customized responses to customer requirements

Operational Concept

Functional and sequential activity:
a predefined value-chain
responding to centralized decision
making

Networked and parallel activity:
dynamically formed team
participating in decentralized
decision making

MAKE & SELL versus SENSE & RESPOND



Information Architecture

Functionally managed and optimized for each unit to achieve its own objectives

Enterprise managed to create a unified view of the business environment and an integrated approach to service/product delivery

IT Architecture

Host-centric: Shadowing the hierarchical top-down command and control management system

Network-centric: Shadowing the dynamic network of people and teams

MAKE & SELL versus SENSE & RESPOND



Know-How

Embedded in products

Embedded in people & processes

Decision Making

Competitive strawmen proposed and defended using selective, known facts and personal appeal

Collaborative inquiry and consensus seeking opened to unknowns, uncertainty, and a range of alternatives

Culture

Emphasis on stability, reliability, and "tried and true" perspectives and methodologies

Emphasis on an open and inquisitive approach to sources of new learning and experience

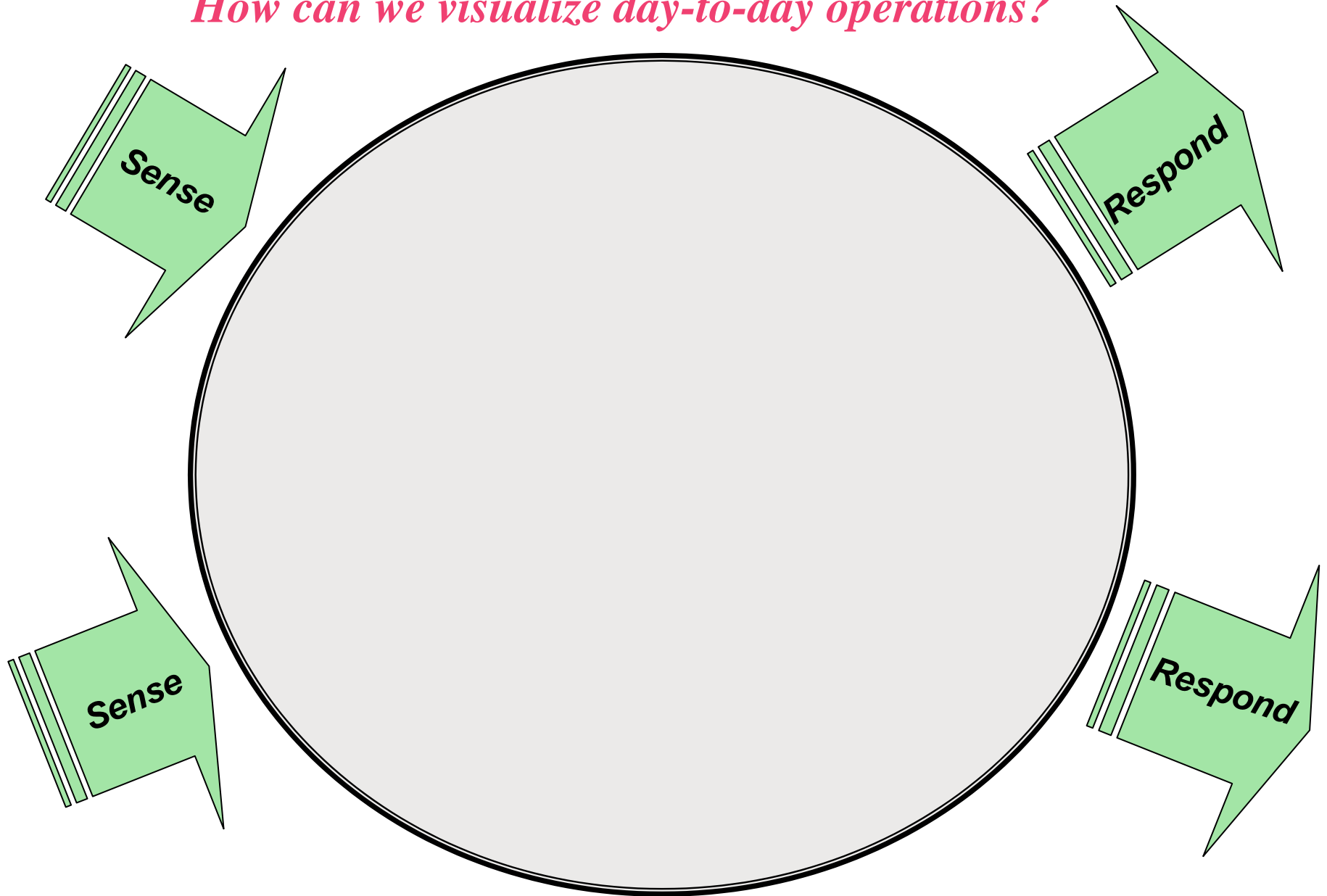
Communications

Monologue: Seek to persuade

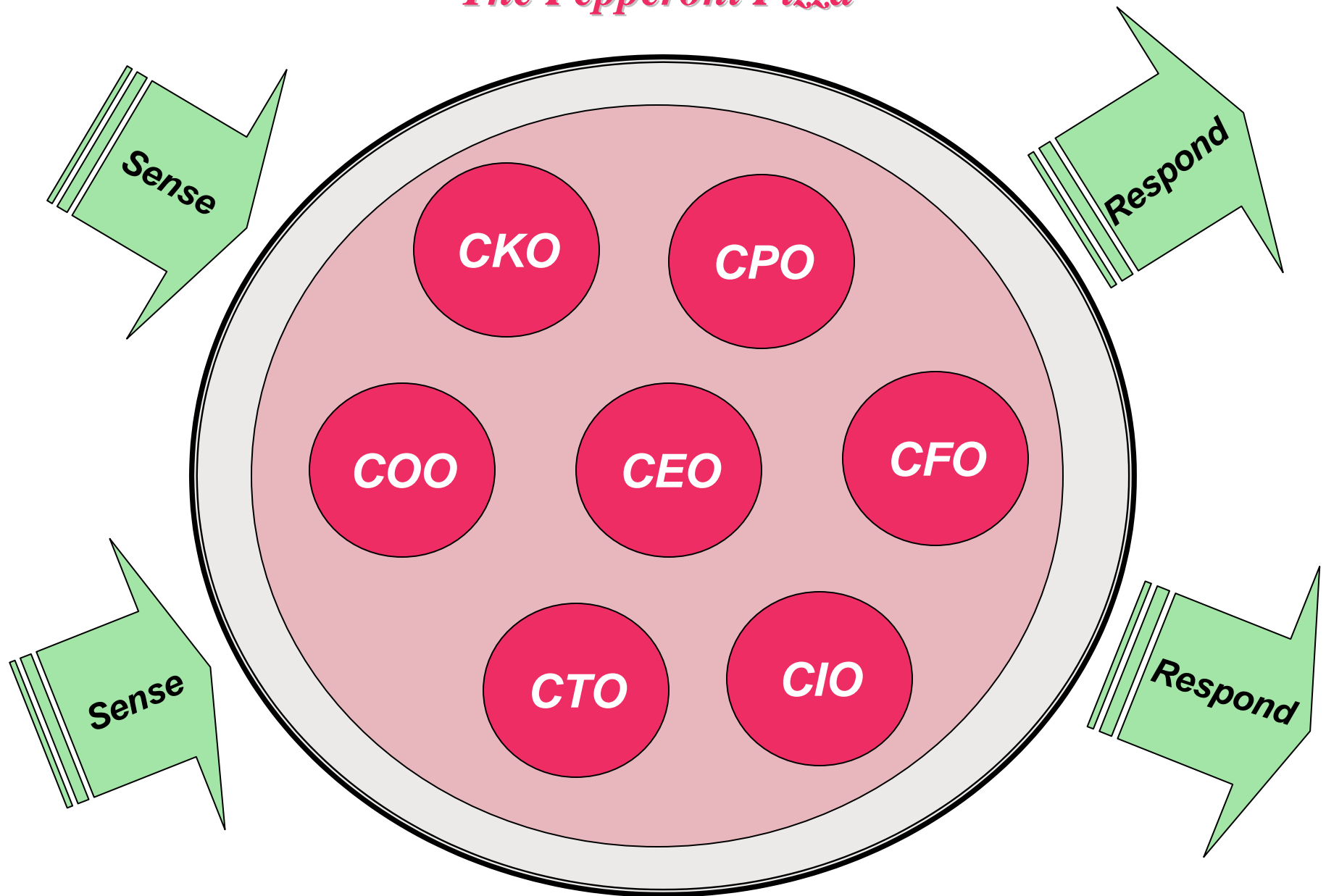
Dialogue: Seek to understanding

Conceptual Structure of the Adaptive Organization:

How can we visualize day-to-day operations?

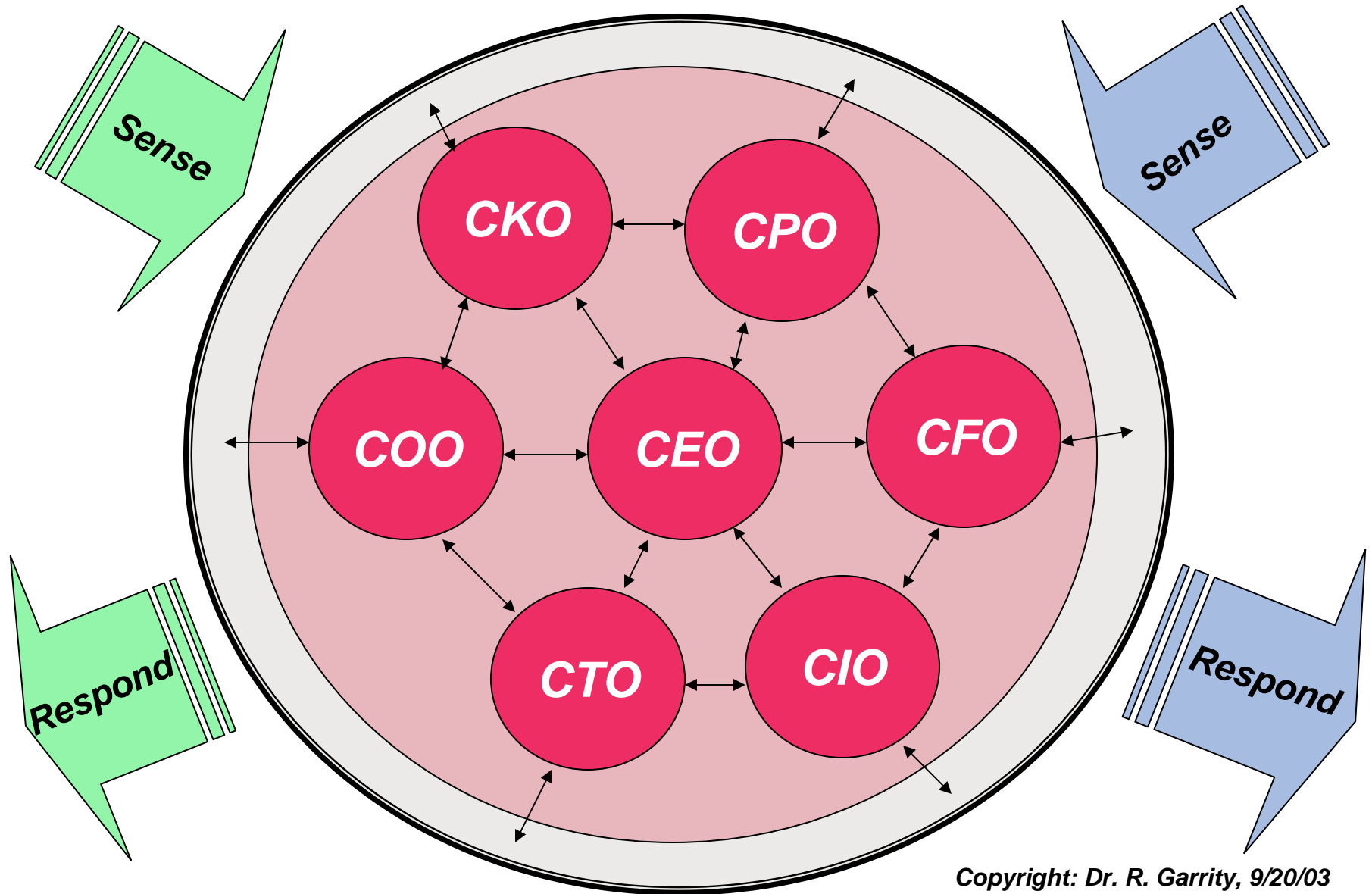


Conceptual Structure of the Adaptive Organization: *The Pepperoni Pizza*



Conceptual Structure of the Adaptive Organization:

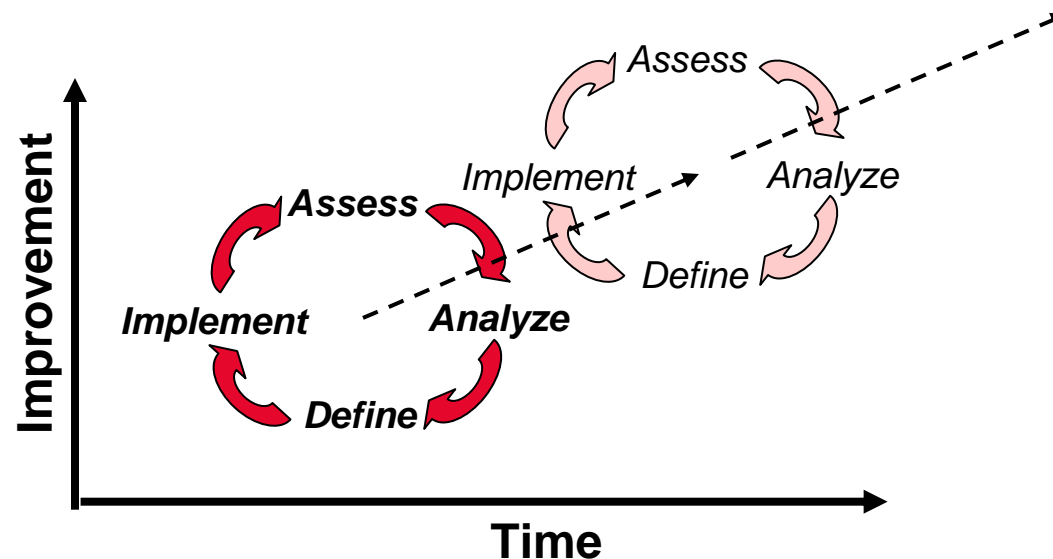
The Pepperoni Pizza (aka, “the networked organization”)



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Theory to Practice

Now then, how do we systematically improve performance?



Questions & Comments?