Engineering of Organizations: A Template

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International Social Entrepreneurship Workshop
Yale School of Management
September 30, 2008

An Overview

- A Template for Organizational Engineering
  - An idea
  - Resources: inputs and outputs
  - People: what each gives and wants
  - Advantage to all
  - Good governance
  - Sustainability under stress
  - Change and transition (re-engineering)
  - Let us try this out, and develop it as we try

The Idea

- The idea originates with the entrepreneur: a way of meeting an unmet demand or utilizing one or more wasted resource(s) in a way that would make all participants better off
  - The initial idea rarely survives in final form
  - All entrepreneurs need to revisit and refine the initial idea many times through iterations until it works
  - Template may help us refine the idea

Resources: inputs and outputs

- What will be the output(s) of the organization (i.e., anything that anyone may want from it)?

- What inputs does the organization need (all those things for which we need to find a supplier)

People: what they want and are willing to give

- For each input, list one or more prospective supplier

- For each output, list one or more prospect who would want to have it

- If the list cannot be completed, go to an earlier step and revise it

Advantage to all

- Make a list of all participants (from previous page)
- For each participant, list the contribution and entitlement
- Check if for each participant, what they get is valued as much or more than what they contribute
- If not, what changes are necessary to make the participation advantageous to every person on the list?
- If there is no way of satisfying the condition, go to an earlier step and revise it

Governance

- Good governance: It is in each participant's interest to do what the other participants expect him/her to do in various circumstances

- How can we organize the environment of each participant to fulfill the good governance criterion?

- If such an environment cannot be designed, go to an earlier step and revise

Sustainability under stress

- What are the jolts that could shake the organization?

- How big a jolt can the organization survive (i.e., not violate the "advantage for all" condition)

- What can be done to:
  - Avoid the jolts

  - Increase capacity to withstand larger jolts

  - Plan for disaster (pick up the pieces)

Change and transition (re-engineering)

- Which changes in the environment threaten the balance you have achieved in the organization (people, resources, technology, expectations)

- There are inevitable changes that make the organization infeasible

- Go to an earlier step to re-engineer:
    - New arrangements, expectations
    - New or different resources
    - New or different people
    - New or different idea