Technology Policy Organizations

Session 1:

Technology Policy and Organizational Processes – What's Changing?

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Session Design (2 hours)

- Welcome and Overview (30 min.)

- Elements of the "New" Organization (30 min.)

- Data on Winners and Losers in the New Economy (30 min.)

- Industry Clusters (20 min.)

- Concluding Comments (10 min.)

Course Objectives

Part I: Technology Policy Organizations

- Understand the nature and operation of technology policy organizations in the 21st Century – utilizing alternative lenses, tools and methods

- Build leadership skills associated with aligning organizational strategy, structure and process in support of technology policy objectives

- Ground knowledge of technology policy organizations in the complex realities of organizational life – through integration of personal experience and field data collection

Part II: Technology Policy Negotiations and Dispute Resolution

- Build interactive skills associated with effective negotiations on technology policy issues

- Understand the nature and operation of dispute resolution systems in the technology policy context

- Develop the wisdom to establish constructive "rules of the game" in the technology policy context

Today's Agenda: What's Changing, Why, and Implications for Managing

- ## What's Driving Change?

- ## What are the Dimensions of Change?

- ## Where are we in the Transition Process?

- ## Who's Winning? Losing?

- ## What Skills do we Need?
  - To lead our own organizational units
  - To manage cross-organization relationships

Elements of the "New" Organization

Networked   ⟶   Managing with & across Teams

Flat   ⟶   Negotiating & Managing Conflict

Flexible   ⟶   Managing Change

Diverse   ⟶   Gaining through Diversity

Global   ⟶   Learning across Borders

Group Discussion

- What is it like advancing a technology policy agenda in a traditional organization?

- What is it like advancing a technology policy agenda in this "new" organizational model?

Leadership in the 21st Century

"CEOS will have to model themselves after directors of symphony orchestras or ballet companies. The CEO sets a vision and then allows the individual 'artists' all leaders in their own right to fashion their own piece of the performance. The ability to be able to fight and yet come out with a common direct they're all committed to is key."

Robert J. Thomas, Anderson Consulting, Institute for Strategic Change

Three/Five Perspectives on Organizations
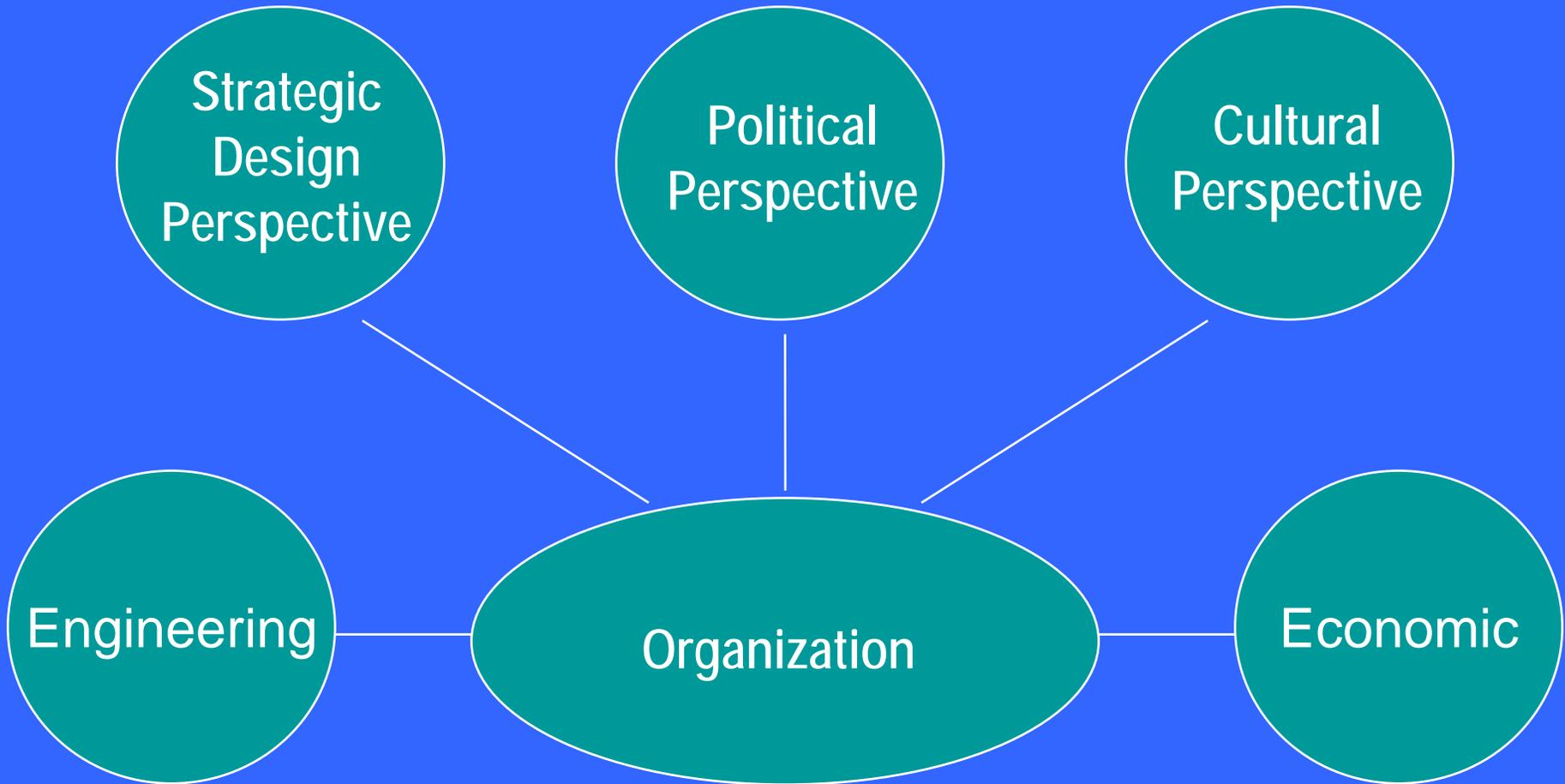
Strategic Design Perspective

- Selected types of organizations relevant to TPP
  - » Multi-national corporations
  - » Entrepreneurial start-ups
  - » Research and development organizations/ operations
  - » Government/regulatory organizations
  - » Non-profit organizations, NGOs and others

The Deeper Debate: Toward What Ends: Shareholder or Stakeholders?

Which of the following do you agree with more strongly?

"U.S. corporations should have only one purpose--to make the most profit for their shareholders--and their pursuit of that goal will be best for America in the long run."   _____%?

"U.S. corporations should have more than one purpose. They also owe something to their workers and the communities in which they operate, and they should sometimes sacrifice profit for the sake of making things better for their workers and communities" ____%?

Source: <u>Business Week</u>, Harris Poll, Sept. 11, 2000, 149.

The Deeper Debate: Toward What Ends: Shareholder or Stakeholders?

Which of the following do you agree with more strongly?

"U.S. corporations should have only one purpose--to make the most profit for their shareholders--and their pursuit of that goal will be best for America in the long run."   **4%**

"U.S. Corporations should have more than one purpose. They also owe something to their workers and the communities in which they operate, and they should sometimes sacrifice some profit for the sake of making thing better for their workers and communities" **96%**

Source: Business Week, Harris Poll, Sept. 11, 2000, 149.

The Current Public Mood: Are we entering a new Reformist Period?

- After 8 years of prosperity (1999):
  - » 75% of Americans believe the benefits of the new economy were distributed unfairly
  - » 69% believe business was doing a poor or fair job of improving living stds.
  - » Only 1/3 believe globalization increased their income or job security
- Post 9/11 leading to reassessment of priorities?
- Post Enron?

Kofi Annan's Vision: A Global Compact

- "The Global Compact is not a regulatory instrument or code of conduct, but a value-based pledge to promote institutional learning. It uses the power of transparency and dialogue to identify good practices based on universal principles."

- The Principles are Derived from the UN's:
  - » Universal Declaration of Human Rights
  - » Fundamental Principles & Rights at Work
  - » Rio Declaration on Environment & Development

With Regrets....

"Dr. Hammer points out a flaw: He and others in the $4.7 billion reengineering industry forgot about people:

'I wasn't smart enough about that…and was insufficiently appreciative of the human dimension. I've learned that's critical.'"

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Source: *Wall Street Journal,* 11/20/96, p.1.

Winners & Losers in the New Economy

Selected Work and Family Data,

Economic Policy Institute, <u>The State of Working America, 2000</u> (Updated)

Hourly Productivity, 1989-99
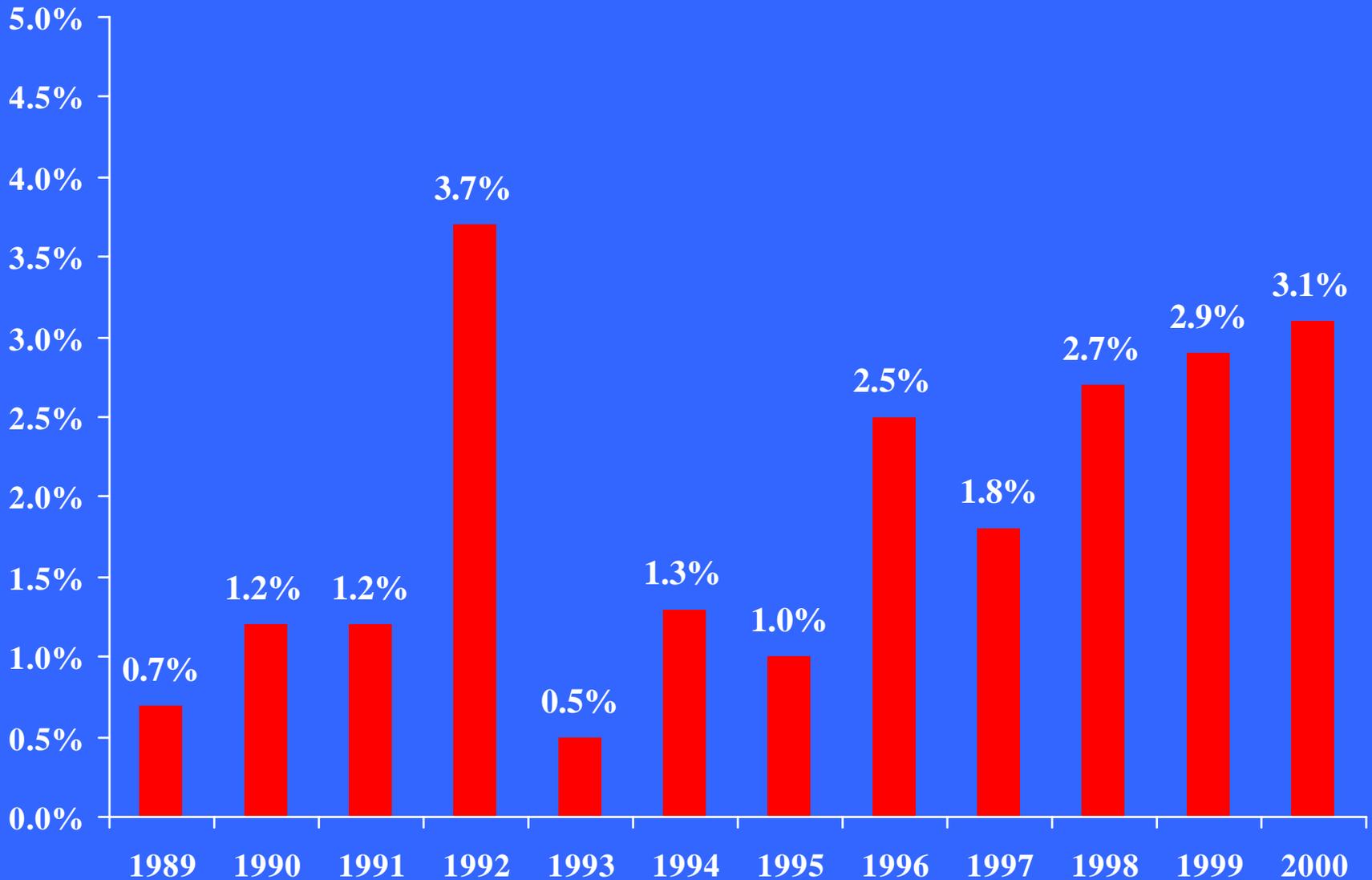
For more information see: Mishel, Lawrence, et al. 2000. The State of Working America 2000-2001. Economic Policy Institute.
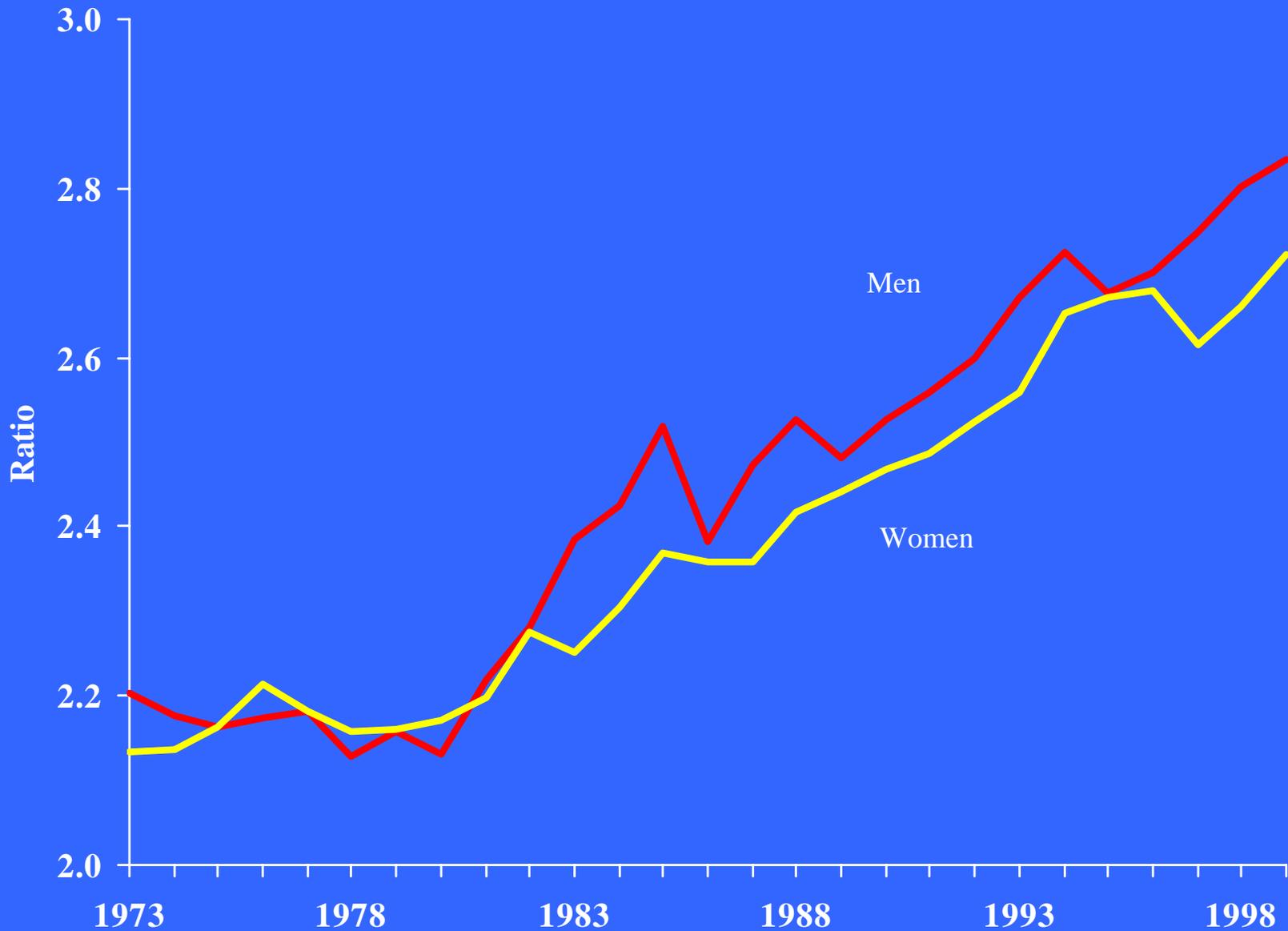
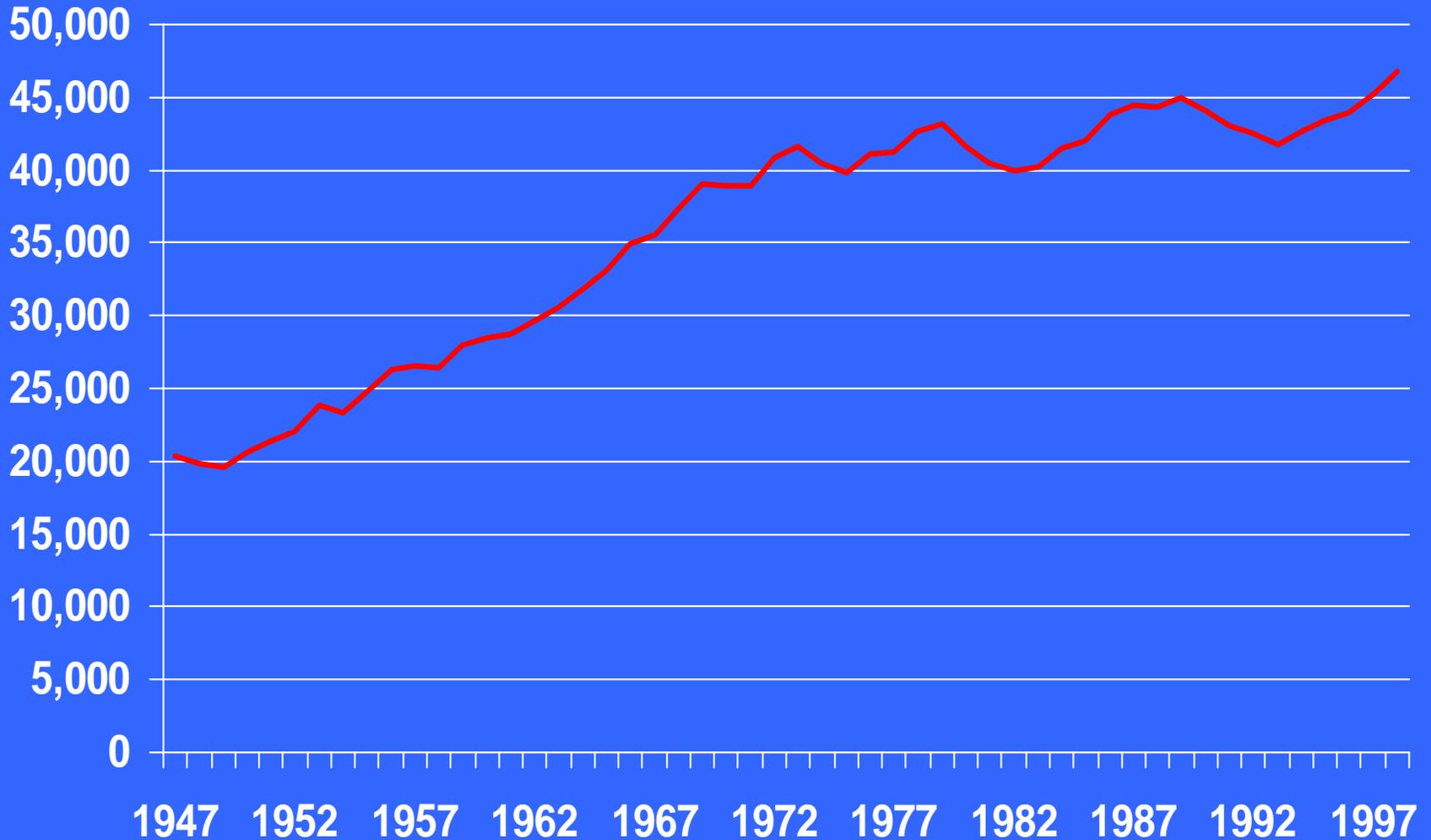# Unemployment Rates by Education, 1992-99
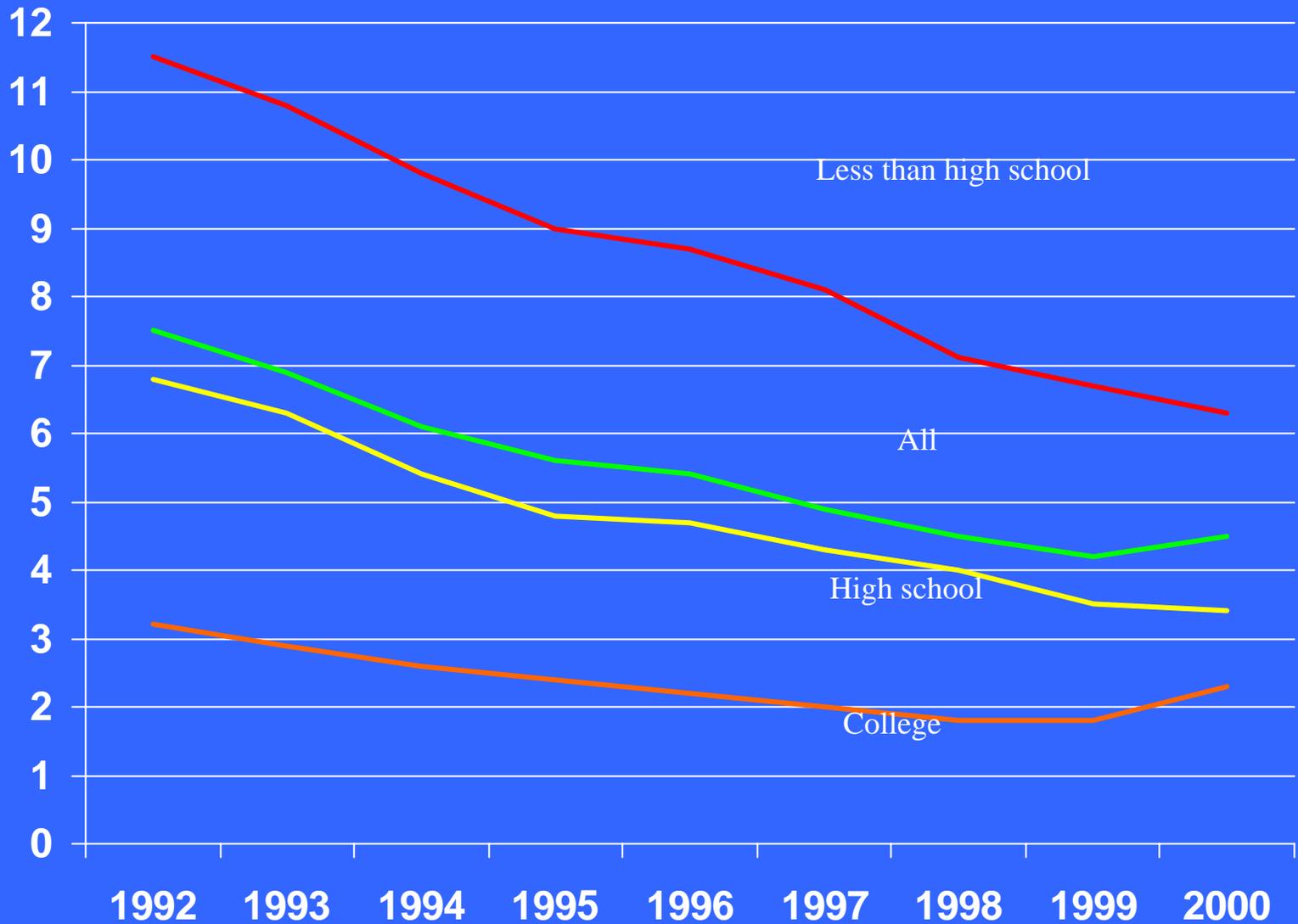
For more information see: Mishel, Lawrence, et al. 2000. The State of Working America 2000-2001. Economic Policy Institute.
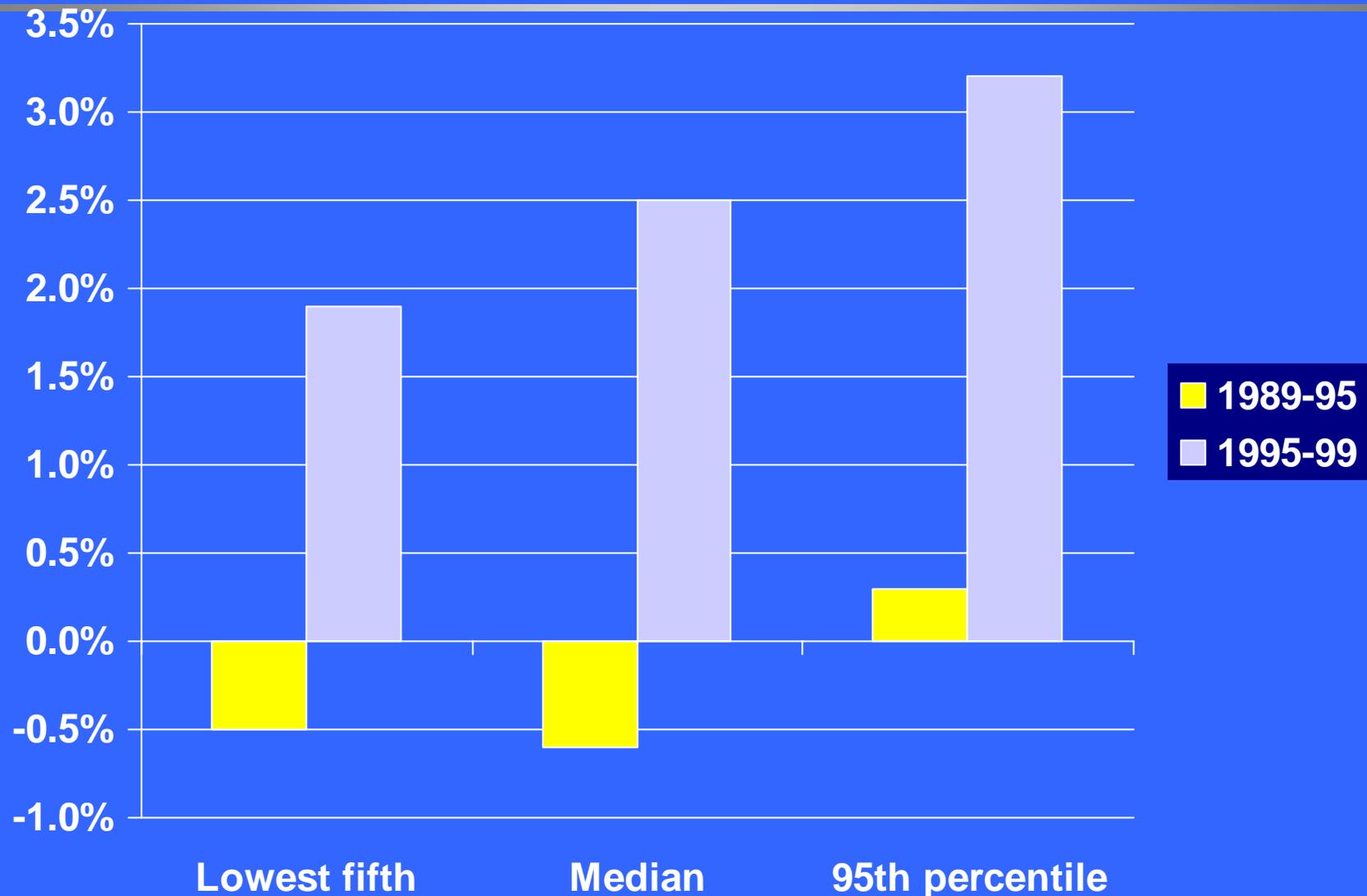
Hourly Wages for Men by Wage Percentile, 1973-99
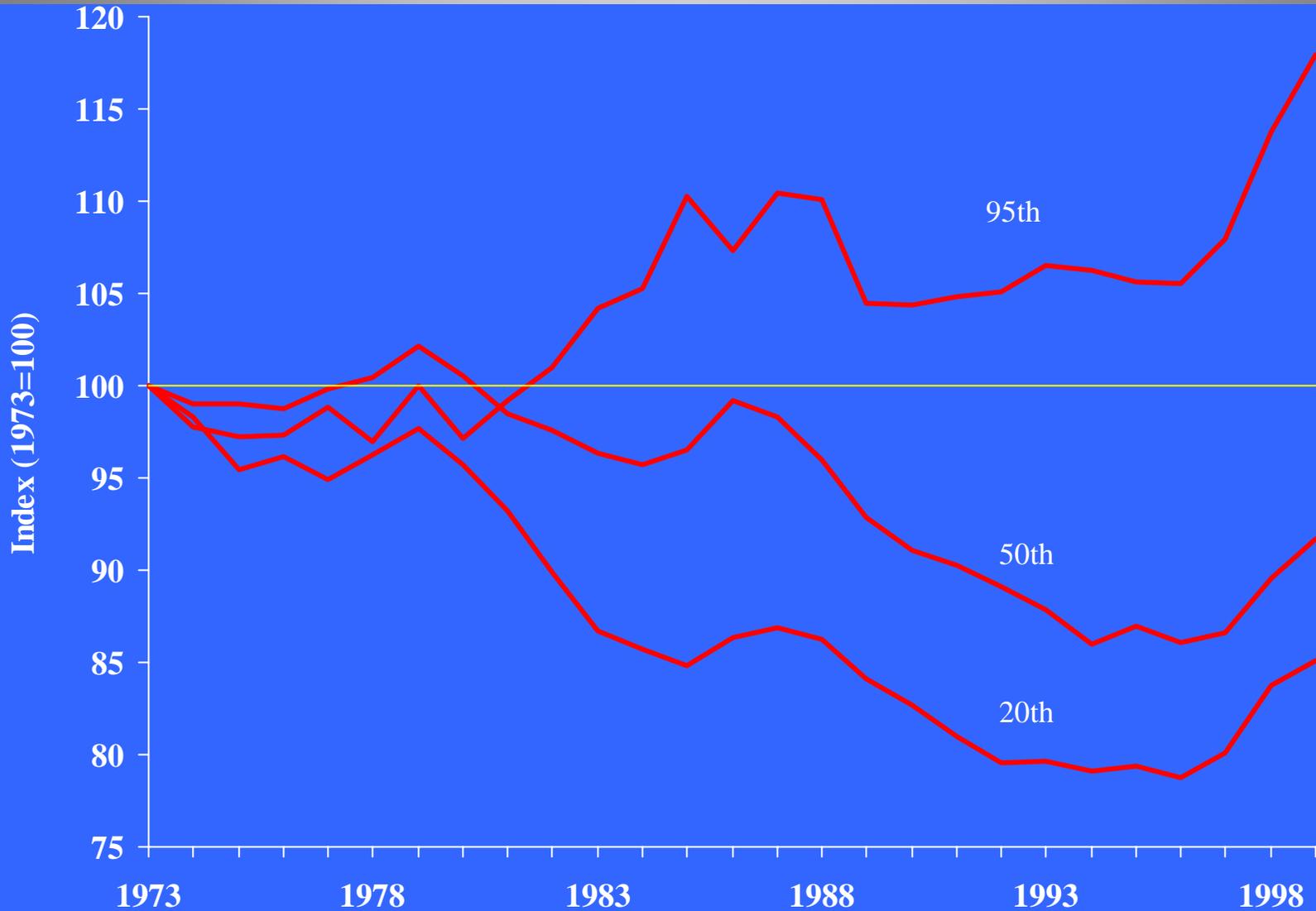
For more information see: Mishel, Lawrence, et al. 2000. The State of Working America 2000-2001. Economic Policy Institute.

Hourly Wages for Women by Wage Percentile, 1973-99
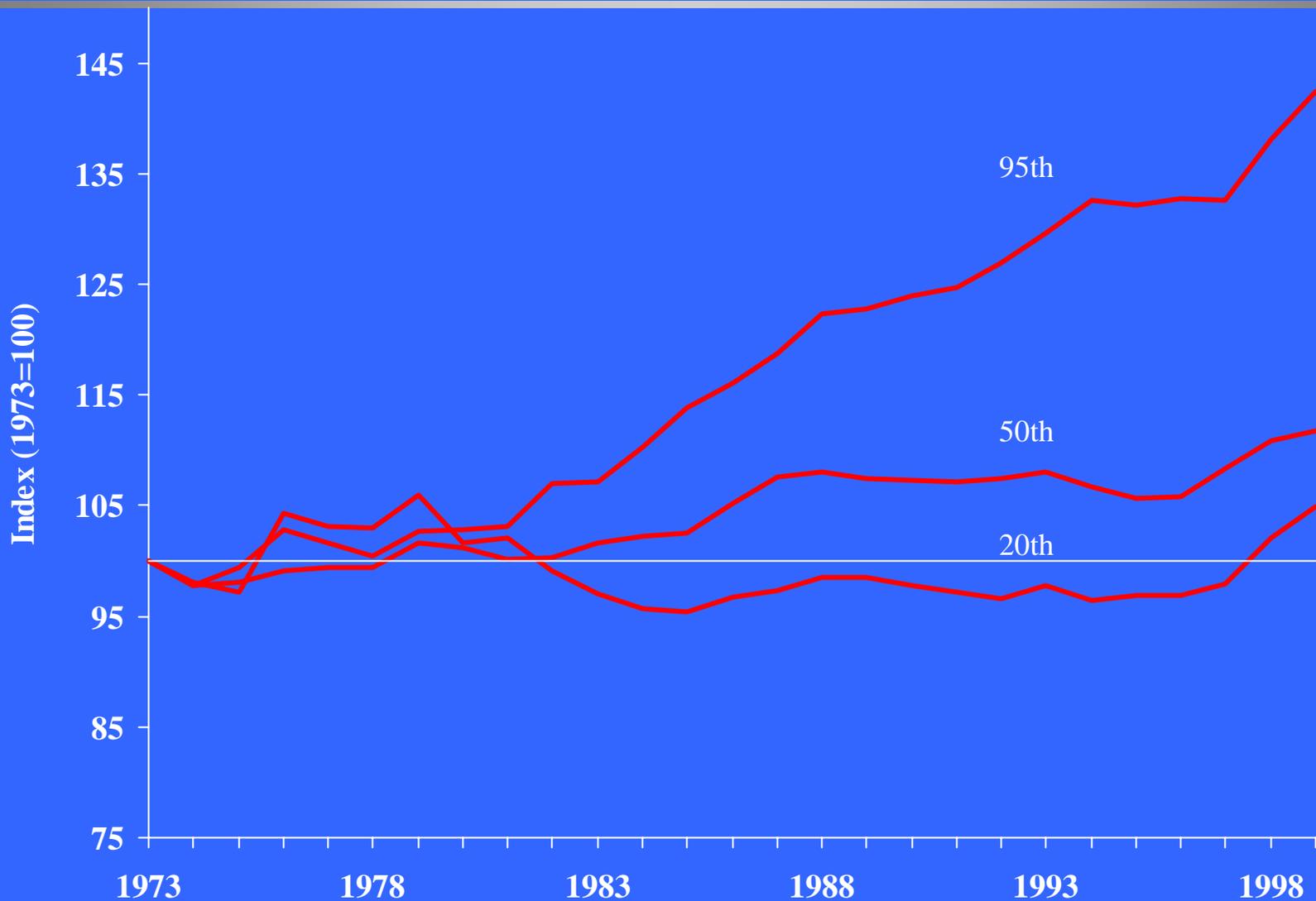
For more information see: Mishel, Lawrence, et al. 2000. The State of Working America 2000-2001. Economic Policy Institute.

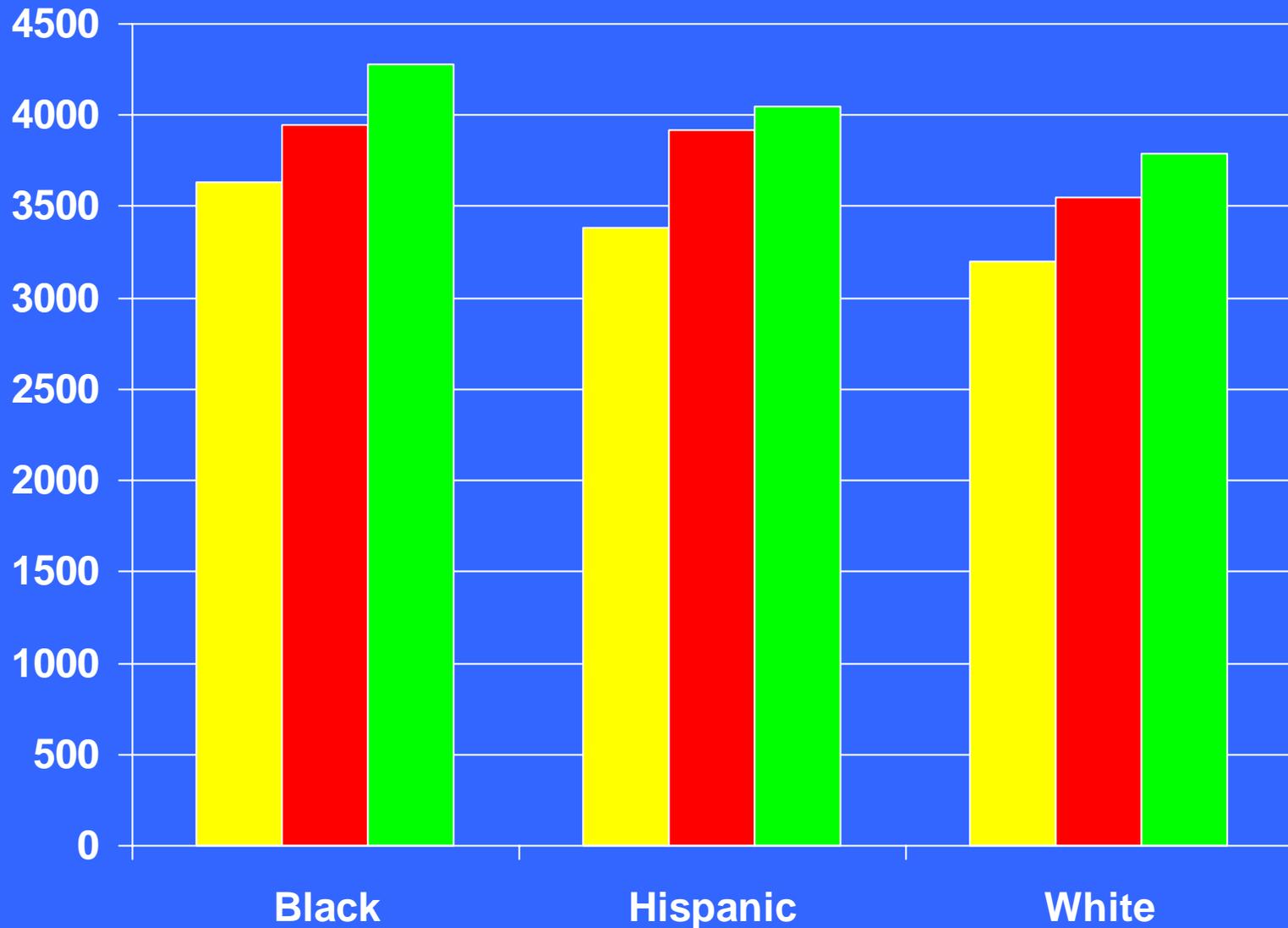# 95/50 Percentile Wage Inequality, 1973-99

Ratio

Men

Women

1973   1978   1983   1988   1993   1998

Median Family Income, 1947-98

Annual Growth in Family Income, 1989-95 and 1995-99

Legend:
- 1989-95 (yellow)
- 1995-99 (light purple)

Chart data (annual growth percentages):

Category	1989-95	1995-99
Lowest fifth	-0.5%	1.9%
Median	-0.6%	2.5%
95th percentile	0.3%	3.2%

Average Family Hours, 1979-98

Black **Hispanic** **White**

■ **1979** ■ **1989** ■ **1999**

Change in Income and Hours for Middle Income Families, 1979-89 and 1989-98
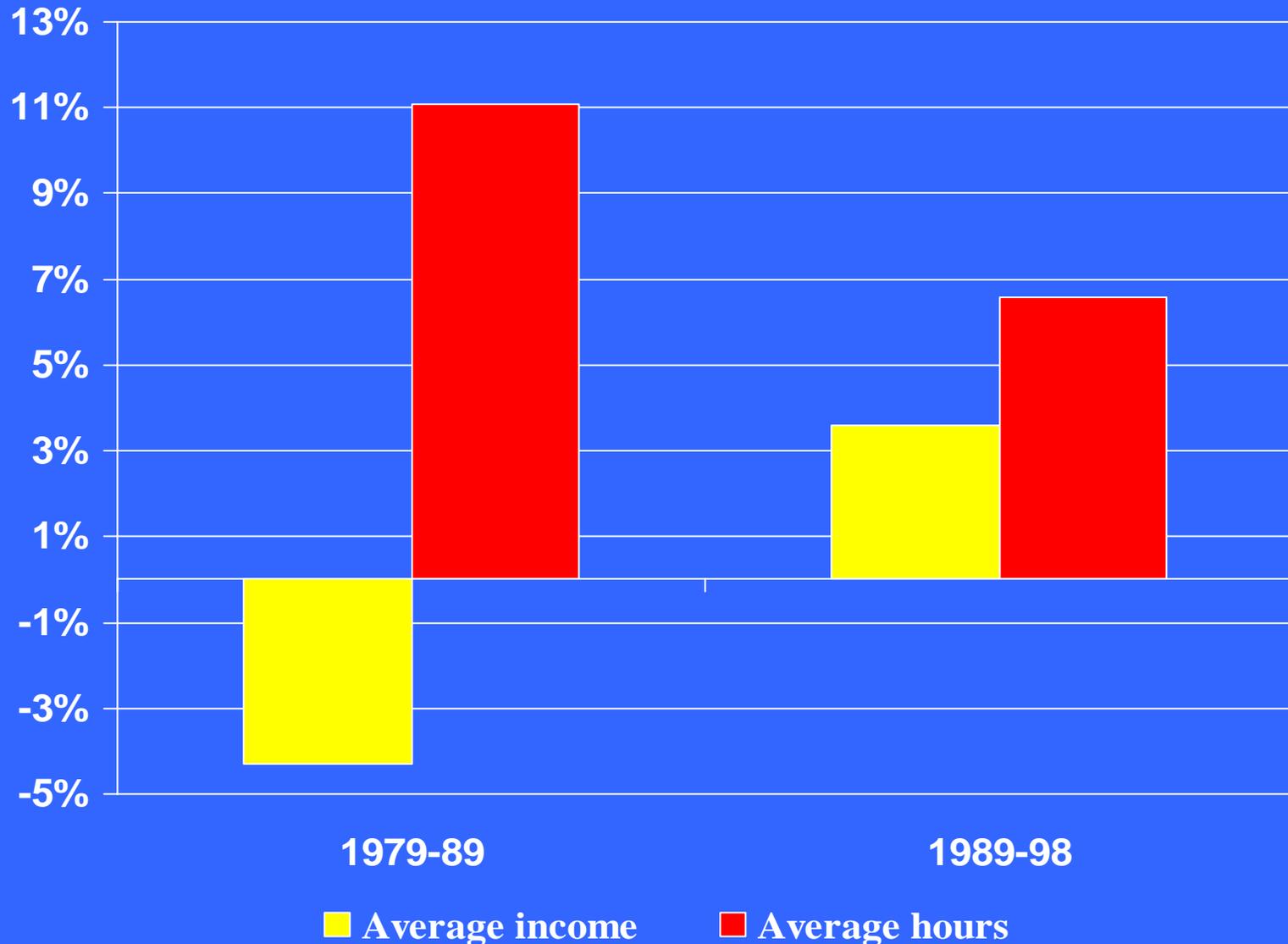
Legend: ■ Average income (yellow) ■ Average hours (red)

Health Insurance and Pension Coverage, 1979-98
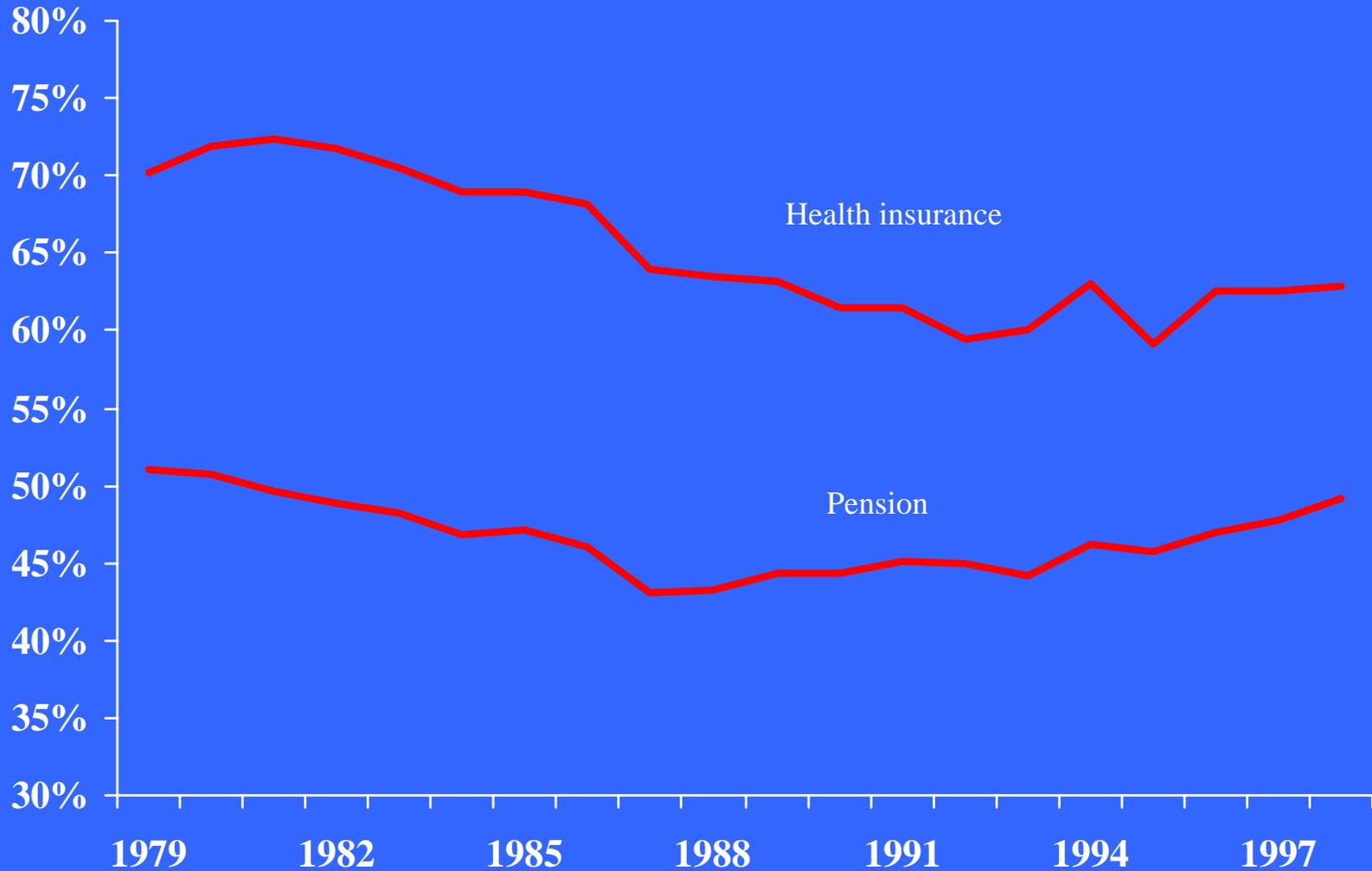
Poverty Rate, Families With Children, 1979-98

Legend: ■ All (yellow) ■ Female headed (light purple)

Categories: 1979, 1989, 1998
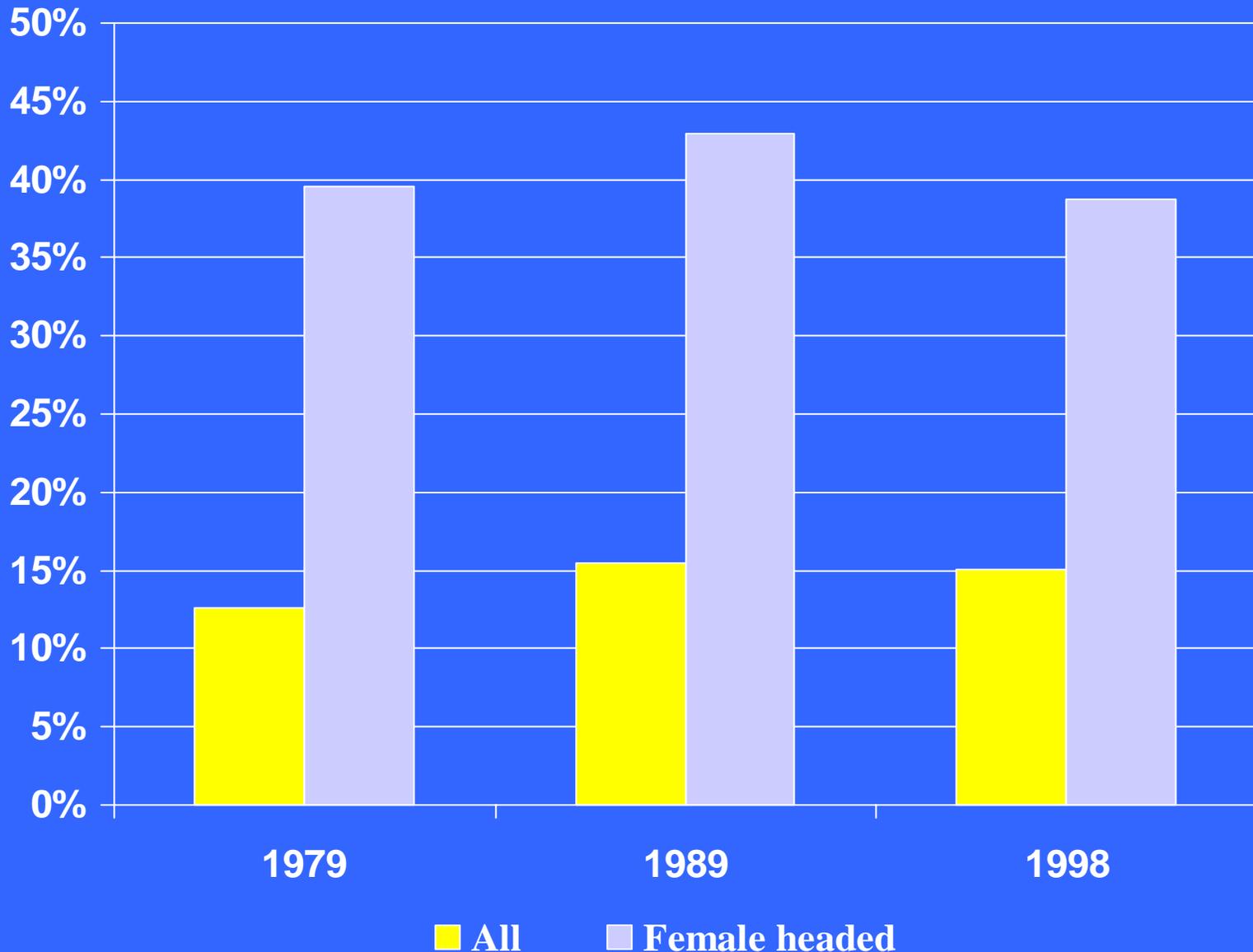
Session 1: Summary Points

- Organizations are complex systems in transition--will be always be changing/evolving

- Science & Art of Management: managing dynamics of change--contradictions, countervailing forces, multiple stakeholders -- avoiding "winners" & "losers"

- Need strong analytical frameworks -- go beyond the hype; be critical; ask tough questions

- Current Environment—challenging organizations to be accountable for multiple economic and social objectives

- Theory is necessary but academic without practice--the payoffs are in our ability to implement!