

Emerging Organization: Market Oriented Ecosystem (MOE)

Peter Drucker Forum
The Organization of the Future
November 2018

Dave Ulrich
dou@umich.edu
www.rbl.net

10th | **GLOBAL
PETER DRUCKER
FORUM**



Relative impact of individual vs. organization

Individual

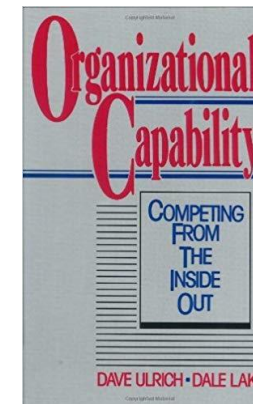
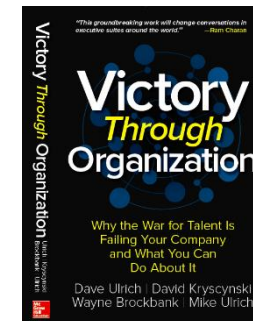
(talent, competence, workforce, people)

Organizational

(culture, capability, workplace, process)

+

10



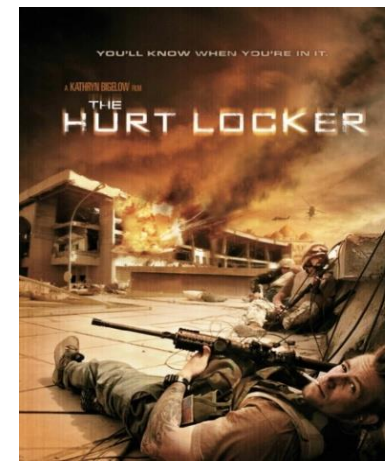
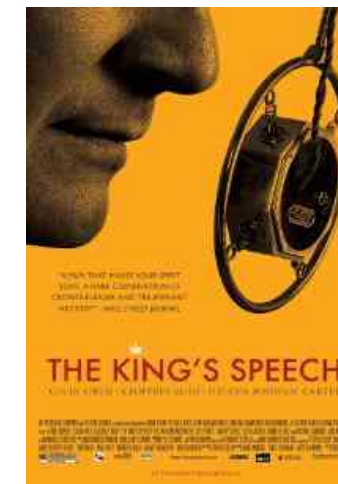
HR value creation: Importance of talent and teamwork

What percent of the time is the leading scorer (winner of the Golden Boot) on the team that wins the World Cup?



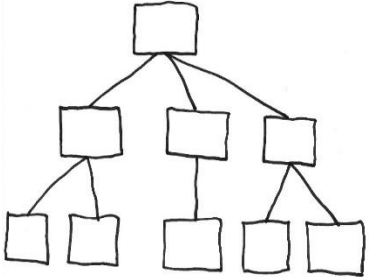
Importance of talent and teamwork

How many of the “Best Actor/ Best Actress... Director” Academy Award winners in the last twenty years were also in the “Best Picture” for that year? ...



Evolution of organization form

Morphology
(Structure)



Systems
(Alignment)



Capability
(Identity)

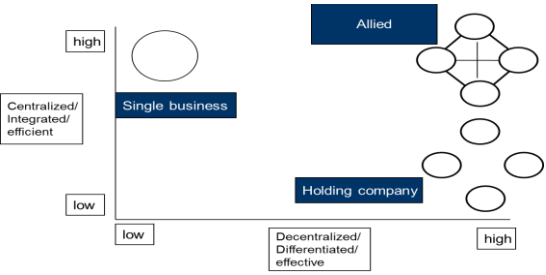
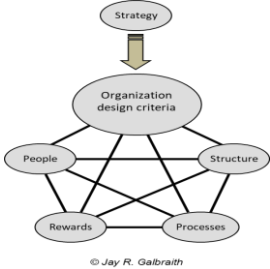
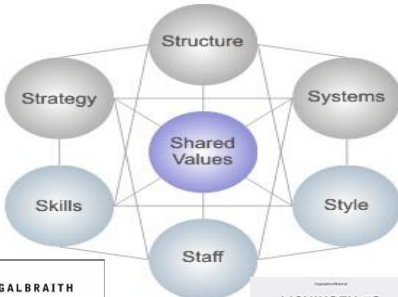
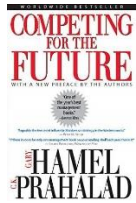
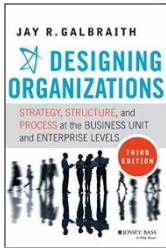
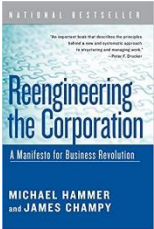


Figure 1: The McKinsey 7S Model



Social	Individual Competence Examples: Leadership skill set Building relationships Resolving conflict	Organizational Capability Examples: Speed, Information, Collaboration, innovation, talent, culture
Technical	Individual Technical Competence Examples: Engineering Finance Marketing	Core Competence: Functional / Technical Expertise Examples: Amazon – Distribution McDonalds – Location
	Individual	Organizational

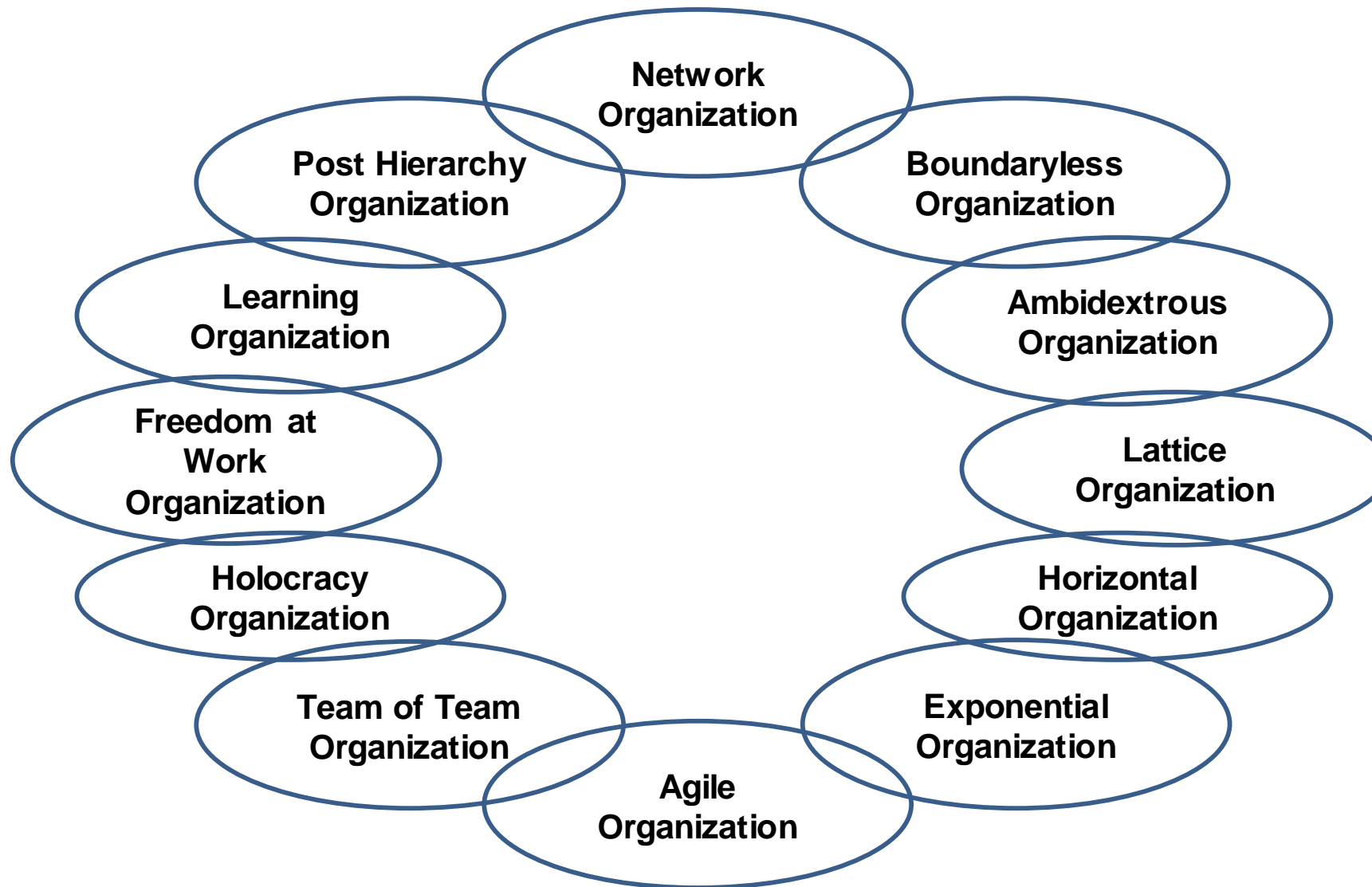


Rip currents swept away a Florida family. Then beachgoers formed a human chain.

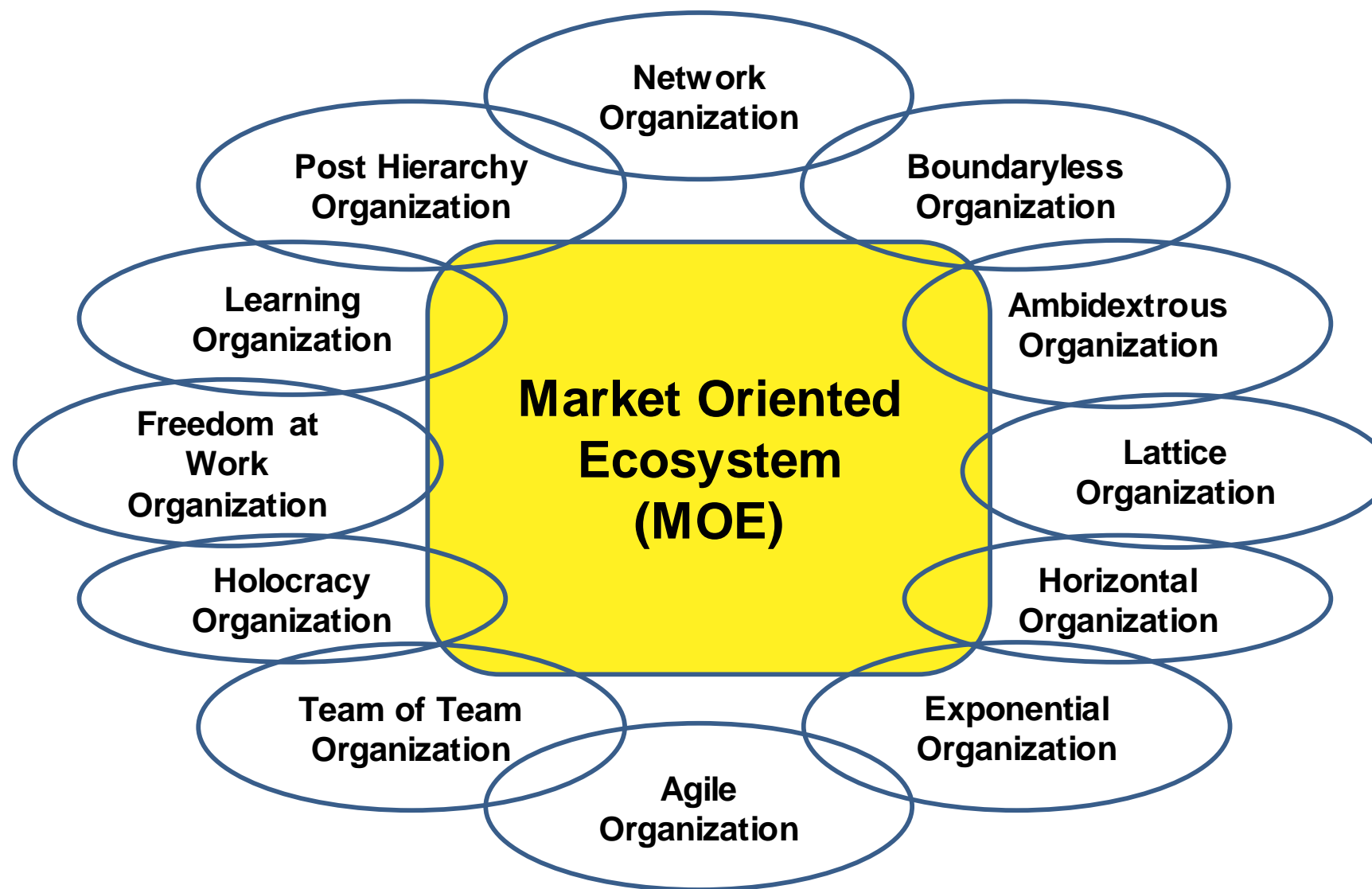


<https://www.youtube.com/watch?v=jYCWT3CU0RE>

Emerging Organization Metaphors



Emerging Organization Definitions



Key Insights from cases

with Dr. Arthur Yeung

To create and implement a new organizational logic, we have synthesized the emerging organization innovation literature and research, and explored case studies with organization innovations with some of the most innovative organizations in the world: Amazon, Facebook, Flextronics, Google, Huawei, Supercell, Tencent, Alibaba.



Logic in Creating the MOE

Changing context
Why MOE Matters

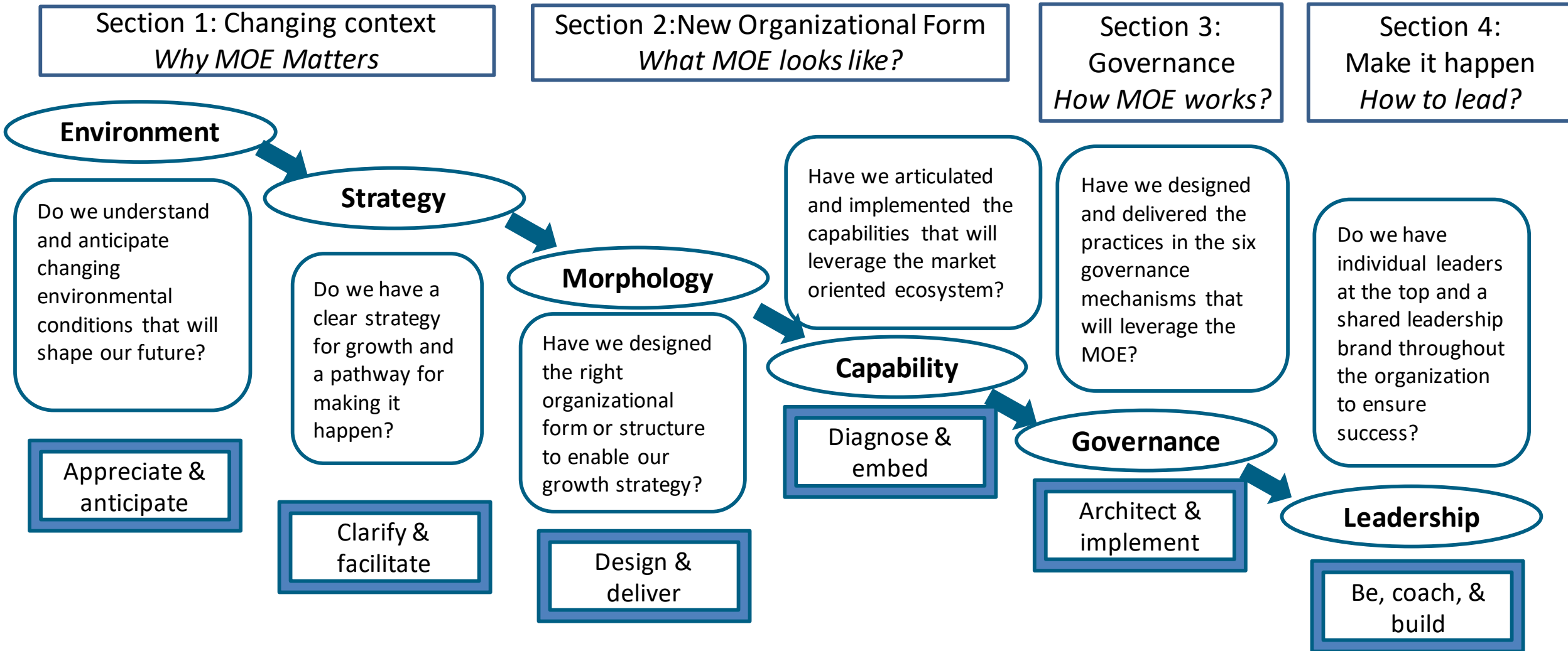
New Organizational Form
What MOE looks like?

Governance
How MOE works?

Make it happen
How to lead?

with Dr. Arthur Yeung

Logic in Creating the MOE



with Dr. Arthur Yeung