Collaborative Networks Are The Organization
An Innovation in Organization Design

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“The corporation as we know it is unlikely to survive the next 25 years. Legally and financially yes, but not structurally and economically.”

Peter Drucker
Business 2.0
August 2000
Delphi Group’s
Collaborative Commerce Summit

June 2001
“The greatest change in the way business is being conducted is the accelerating growth of relationships based not on ownership but on partnership.”

Peter Drucker
June 2001
A collaborative network is the collection of businesses, individuals and other organizational entities that possess the capabilities and resources needed to achieve specific outcome.
Collaboration is a purposeful, strategic way of working that leverages the resources of each party for the benefit of all by coordinating activities and communicating information within an environment of trust and transparency.
Design Principle #1

Organizations and people only actively engage in collaboration when the benefit they derive is greater than the time and effort it takes to collaborate.

Benefit of Collaboration = \frac{\text{Value of Resources Leveraged}}{\text{Time and Effort to Collaborate}}
Design Principle #2

Collaborative networks are fit for purpose. The purpose determines how the network is structured.
Design Principle #3

Every network has a choreographer, the individual or entity that organizes the network and is responsible for achieving the purpose of the network.
Design Principle #4

Governance is the system for managing the joint and individual work of the collaboration. Governance principles have both structural and behavioral components.

**Structural Elements**
- Committee Composition
- Roles and Responsibilities
- Decision Making Authority
- Escalation
- Milestones
- IP Rights

**Behavioral Elements**
- Communication Protocols
- Meeting Management
- Decision Making Norms
- Conflict Resolution
- Evaluation
- Review Processes
Design Principle #5

Innovation in organization design requires innovation in management

Products and Services
Business Processes
Business Models
Management Practices
Partners Across The Globe Are Bringing The 787 Together

**THE COMPANIES**

**U.S.**
- Boeing
- Spirit
- Vought
- GE
- Goodrich

**Canada**
- Boeing
- Messier-Dowty

**Australia**
- Boeing

**Japan**
- Kawasaki
- Mitsubishi
- Fuji

**Korea**
- KAL-ASD

**Europe**
- Messier-Dowty
- Rolls-Royce
- Latecoere
- Alenia
- Saab

**WING TIPS**
- Nagoya, Japan
- Korea

**MOBILE TRAILING EDGE**
- Australia

**TAIL FIN**
- Fredrickson, Washington

**WING**
- Nagoya, Japan

**ENGINE NACELLES**
- Chula Vista, CA

**CENTER FUSELAGE**
- Grotttaglie, Italy

**FORWARD FUSELAGE**
- Nagoya, Japan
- Wichita, Kansas

**CARGO/ACCESS DOORS**
- Sweden

**WING/BODY FAIRING**
- LANDING GEAR DOORS
- Winnipeg, Canada

**HORIZONTAL STABILIZER**
- Foggia, Italy

**MAIN LANDING GEAR**
- Wheel Well
- Nagoya, Japan

**AFT FUSELAGE**
- Charleston, S.C.

**CENTER WING BOX**
- Nagoya, Japan

**LANDING GEAR**
- Gloucester, UK

**FIXED AND MOVABLE LEADING EDGE**
- Tulsa, Oklahoma

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Challenge of Successful Collaboration

to manage the work of the collaboration AND manage the collaboration
If you can walk
You can dance
If you can talk
You can sing

– Proverb from Africa