The Network-Centric Organization

Steve "*I am on the market for a job*" Abrams
5 June 2009
University of California, Irvine
Institute for Software Research

UCIRVINE

ISR
Institute for Software Research
UNIVERSITY OF CALIFORNIA, IRVINE

What is the state of organizational work?

- Two Historical Trends
  - Humanization of Work

What is the state of organizational work?

- Two Historical Trends
  - Humanization of Work
    - Manager/Worker hybrids

What is the state of organizational work?

- Two Historical Trends
  - Humanization of Work
    - Manager/Worker hybrids
  - Growth of digital Information & Communication Technologies

What is the state of organizational work?

- Two Historical Trends
  - Humanization of Work
    - Manager/Worker hybrids
  - Growth of digital Information & Communication Technologies
    - Globalizing scope of work activity
    - Work interactions are increasingly mediated

What is the state of organizational work?

- Two Historical Trends
  - Humanization of Work
    - Manager/Worker hybrids
  - Growth of digital Information & Communication Technologies
    - Globalizing scope of work activity
    - Work interactions are increasingly mediated
- Organizations still working like it's 1980

What is the state of organizational work?

- Work that is mediated can be **en**mediated
  - ENcoded into MEDIA
  - Definition: details of work activities and interactions can be captured into information systems as a resource for future work

What is the state of organizational work?

- Work that is mediated can be **en**mediated
  - ENcoded into MEDIA
  - Definition: details of work activities and interactions can be captured into information systems as a resource for future work
- Many details already captured, for accounting/auditing purposes: "what's been done"

What is the state of organizational work?

- Work that is mediated can be **en**mediated
  - ENcoded into MEDIA
  - Definition: details of work activities and interactions can be captured into information systems as a resource for future work
- Many details already captured, for accounting/auditing purposes: "what's been done"
- Need to focus on "who did it" and "with whom they did it"

Research Study

- Observed highly-distributed division of Fortune 100 aerospace/defense corporation for 20 mo.

  - Individuals must choose others for technical review boards from across division

  - Identified 17 types of reputational information used to choose collaborators

  - Showed how existing enmediated details of work could be transformed into data reflecting "who did what" and "with whom"

- Social Networking ⟶ Collaborative Networking

Network-Centric Organization

- Deploys a robust, networked ICT infrastructure
- Entrains workforce to be comfortable in its use
- Adapts its work to affordances of ICT infrastructure
  - Work activities are mediated and enmediated
  - Deploys collaborative networking services
  - Workforce self-directs and self-coordinates its work