The Network-Centric Organization

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What is the state of organizational work?

- Two Historical Trends
- Humanization of Work
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    • Manager/Worker hybrids
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- Organizations still working like it’s 1980
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- ENcoded into MEDIA
- Definition: details of work activities and interactions can be captured into information systems as a resource for future work
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  • 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