Decentralized Team for New Service Functions, Features and Control

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The Growth of Service Industry Functions in US

Source: The Economist, December 31st 1999
(b) The Evolution of Service Functions

- Manual
- Manual + Intellectual
- Intellectual + Interactive

(c) The Evolution of Service Organization

- Isolated
- Centralized
- Partially De-Centralized
- Fully De-Centralized
Advantages of knowledge-based industry

Society of independent, One of non-national, transnational communities

Input
Specialized Knowledge

Knowledge Worker

Output
Performance Effectiveness Contribution

With knowledge being universally accessible!

Far more competitive than any society we have yet known!
Knowledge based Decentralized Team

- Top Executive Officer
  - Executive
    - Executive
    - Executive
  - Knowledge worker
    - Executive
    - Executive
  - Knowledge worker
    - Executive
    - Executive

Knowledge worker
Problems

In a decentralized team, the knowledge workers face a tremendous challenge they need to exploit as an opportunity as mentioned below:

- They must direct themselves toward performance and contribution, that is, toward effectiveness
- They must take responsibility for their contribution
- They expected by virtue of their position or their knowledge be able to make decisions daily that impact the performance and results of the whole
Required Properties for Knowledge Workers

- Take management responsibility to oneself!
- Take management responsibility to others!
Feasible example of Decentralized Team:

“Large String Orchestra without Conductor”
Decentralized Team (Example)

Figure 10. Organization Structure of Symphony Orchestra
Trials for Large String Orchestra

• **Trial 1:**
  Management responsibility to oneself:
  To derive full potential spontaneity such as talents, inspiration, and energies of the individuals toward the single goal.

• **Trial 2:**
  Management responsibility to others:
  To cognize uncanny capabilities of the individuals for creating a unified direction as a whole.
Backward (i.e., without a conductor, and Random Allocation of String Orchestra)
Trial 1  “Simple Code”

“Serenade for String Orchestra” P. I. Tschaikovsky.

Trial 2  “Tempo Rubato”

“Serenade for String Orchestra” P. I. Tschaikovsky.
**Result of trials**

**Trial 1**

Through the several trials, player’s talents and energies on the single goal of harmonizing a simple code produced

(1) Incredible clear tone that impressed and inspired many of listeners as well as each player himself.

(2) Each player realized the involvement of his own work on the performance and results of the whole, and consequently satisfied the contribution to the organization.
Result of trials
Trial 2

- The average deviations / each length are measured as the in the level of 3-5% which are in the same level with at the rehearsal with conductor.
- Player’s potential passions, energies, and abilities can be impacted to the whole performance.
- Awareness of this involvement leads to inspire and encourage each player and improve his performance.

This evidence suggests the unconscious player’s ability for creating an essentials of music.
The player’s ability to create the unified direction is proved even under the extreme environment without any visual information except for the information obtained by the ear.

This evidence indicates the unexpected ability of the players relevant to the managing to others without any visual information.
Introduced the concept of “kansei” to promote the cognition sharing
Spontaneity / Independency

Spontaneity
(Idea, Creativity, Energies, passion, etc.)

“Dependency”

“Independency”
“Foster a Humanity through Music

Think and direct by oneself

Potential Spontaneity

Team-based Effectiveness

Satisfied, Inspired & Surpass themselves

Derive one’s spontaneity

Effectiveness of One’s spontaneity

Try & Confirm

Argue each other

Evaluation Toward practical solution
Derive individual humanities

- Specialty
- Spontaneity
- Technical Expression
- Musical Expression
- Humanity inspired by player’s spontaneity

Audience
- Deeply impressed
- Thrilled

Cognition of their Contribution

Satisfied, Inspired & Surpass themself

Full potential of Players

Full potential of music

Inspire!
- Deeply impressed
- Thrilled
“Cognition Sharing”
through management responsibility

Put Power in the hand of Individuals

Cognition Sharing

Information sharing

Satisfaction

Output

Awareness of Contribution

Team Performance
Introduced the concept of “kansei” to promote the cognition sharing.
Individual Centric Environment

• The flat organization cannot operate successfully without the capacity of
  
  `Managing oneself` and
  `Managing others`

• On the contrary, as long as all members have this capacity, each specialist could achieve self-synchronization and thereby accomplish the mission

• We denote such a environment as
  
  `Individual Centric Environment`
in cooperation with
  `the Network Centric Environment`
Promotion of Individual Centric Environment

Proposed In this paper

Consideration and Creation on seeds, ideas, methodologies

Trials through Orchestra
  Approach 1: “Management responsibility to oneself”.
  Approach 2: ”Management responsibility to others”.

Research for
  - Methodologies
  - Education, Training
  - Planning, Exercises

Challenge

- Business
- Education
- Communities
- Government
  - International Organizations
  - Consulting Firms
  - NGO
Conclusion (what’s New!)

• Proved the effective Method to promote a decentralized organization
  “Cognition Sharing” through management responsibility

• Introduced the concept of “kansei” to promote the cognition sharing

• Suggested the “Individual Centric Environment” in cooperation with “Network Centric Environment”
“Cognition Sharing” through management responsibility

Put Power in the hand of Individuals

Cognition Sharing

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Thank you so much!

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