

Decentralized Team for New Service Functions, Features and Control

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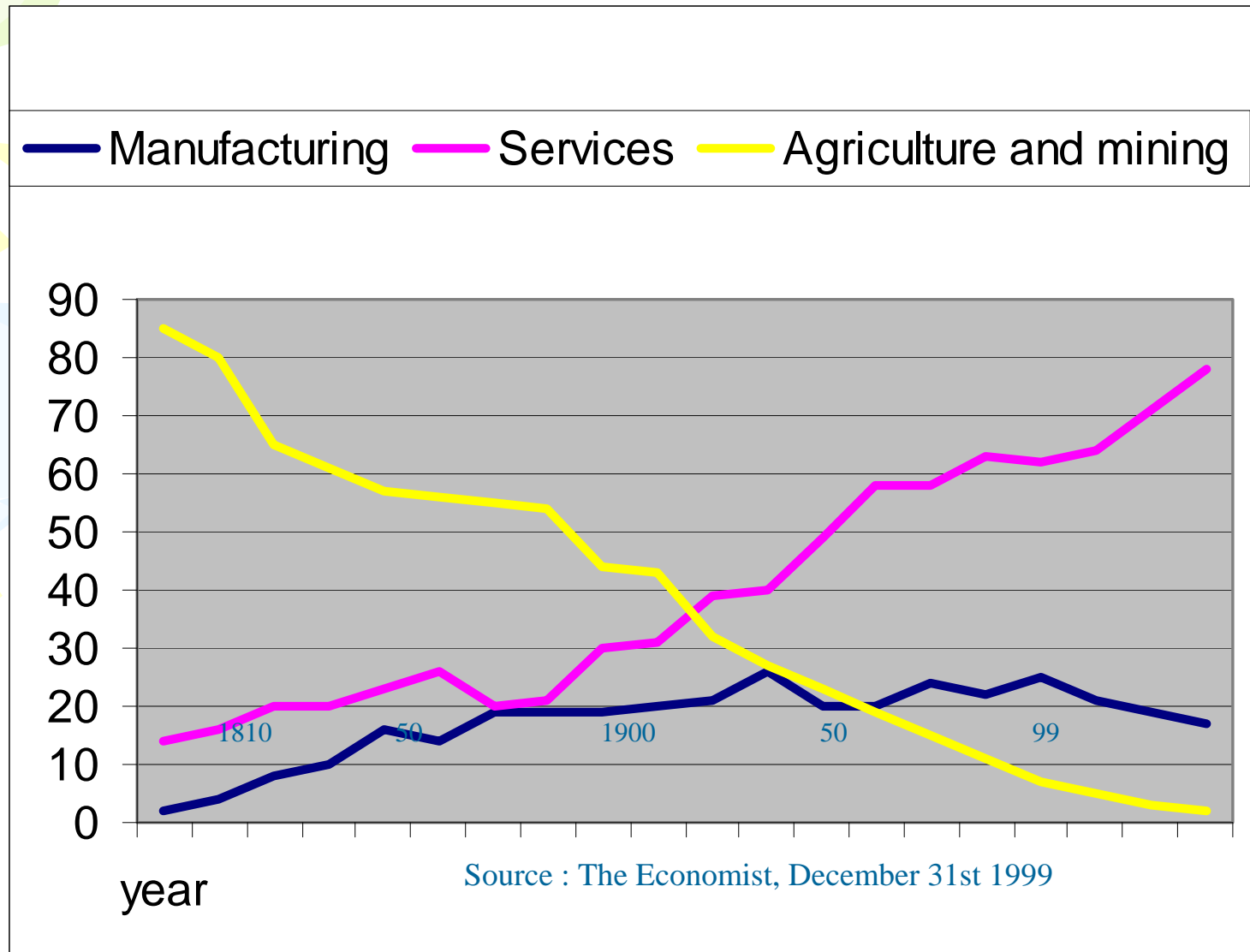
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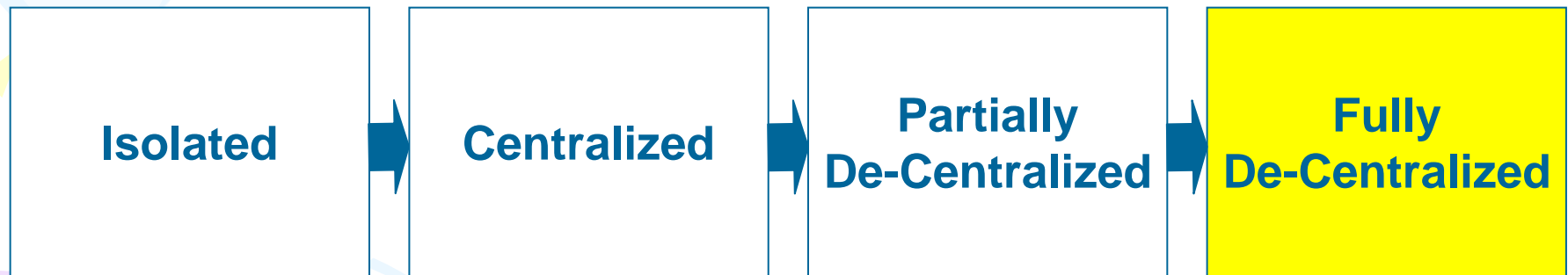
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The Growth of Service Industry Functions in US





(b) The Evolution of Service Functions



(c) The Evolution of Service Organization

Advantages of knowledge-based industry

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

Input

**Specialized
Knowledge**

**Knowledge
Worker**

Output

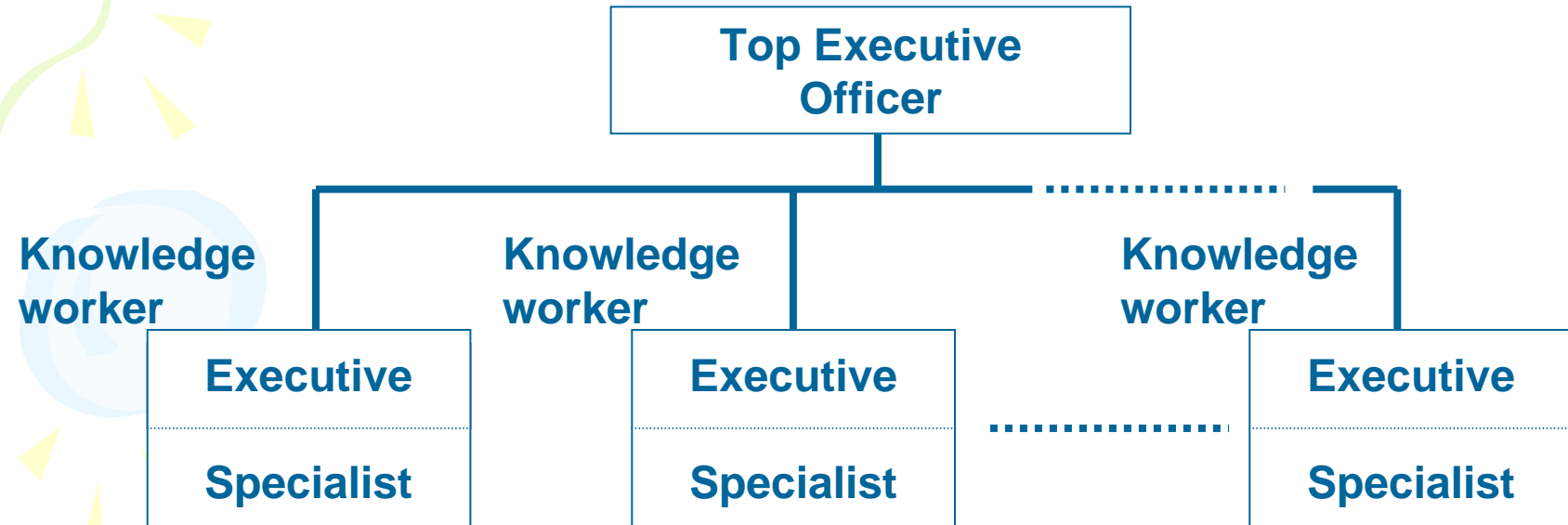
**Performance
Effectiveness
Contribution**

**With knowledge being
universally accessible!**

**Far more competitive than any
society we have yet known!**

Organ

Knowledge based Decentralized Team





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!

A decorative graphic on the left side of the slide featuring three balloons in light green, light blue, and light purple. Each balloon has a yellow streamer and several yellow triangular flags attached to it.

**Feasible example of
Decentralized Team:**

**“Large String Orchestra
without Conductor”**



Decentralized Team (Example)

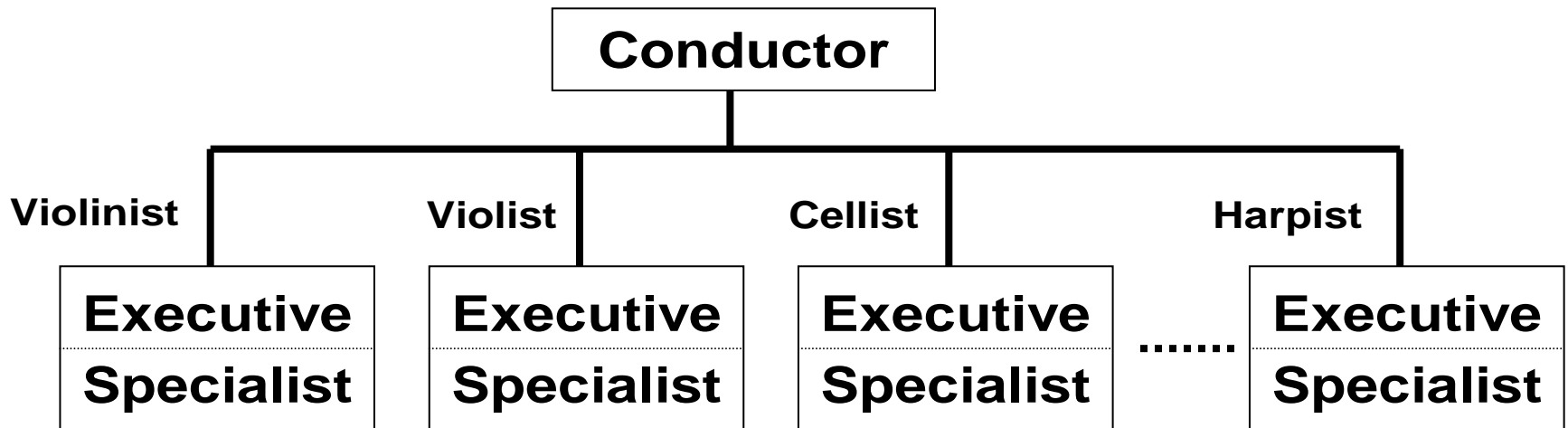


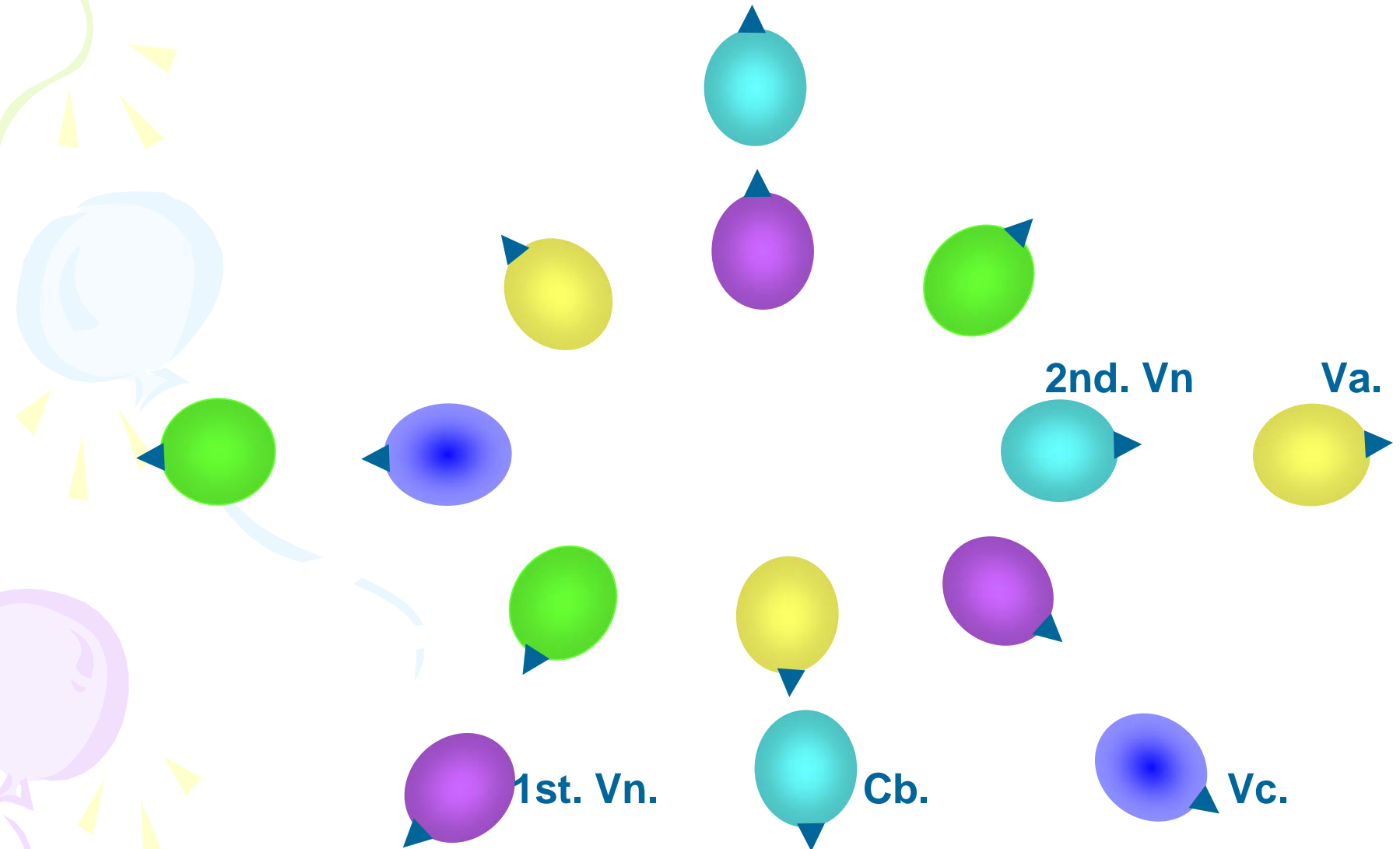
Figure 10. Organization Structure of Symphony Orchestra



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.



Learned from the trial 1

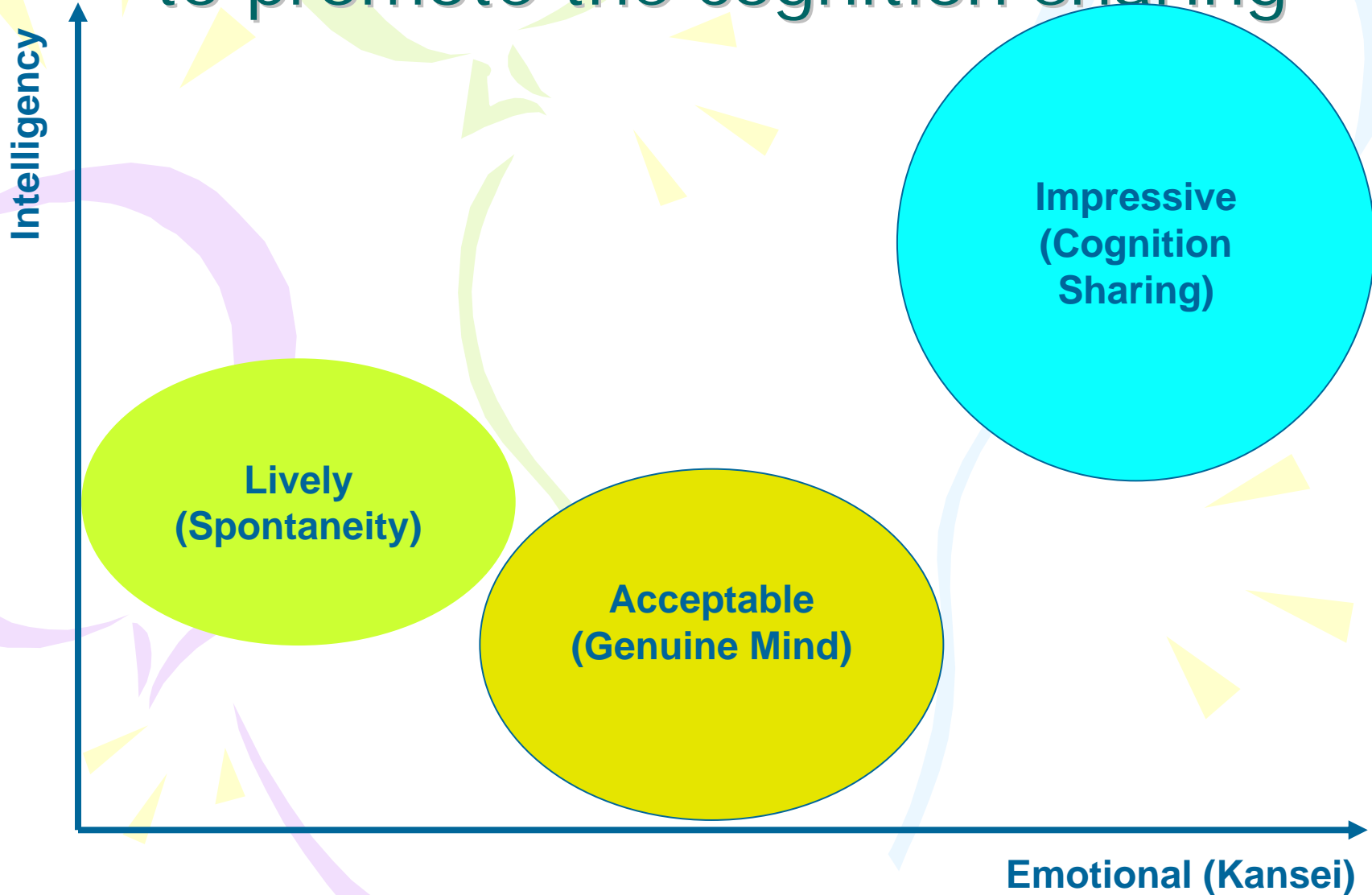
- Player's potential passions, energies, and abilities can be impacted to the whole performance
- Awareness of this involvement leads to inspire and encourage each player and improve his performance.

This evidence suggests the unconscious player's ability for creating an essentials of music.

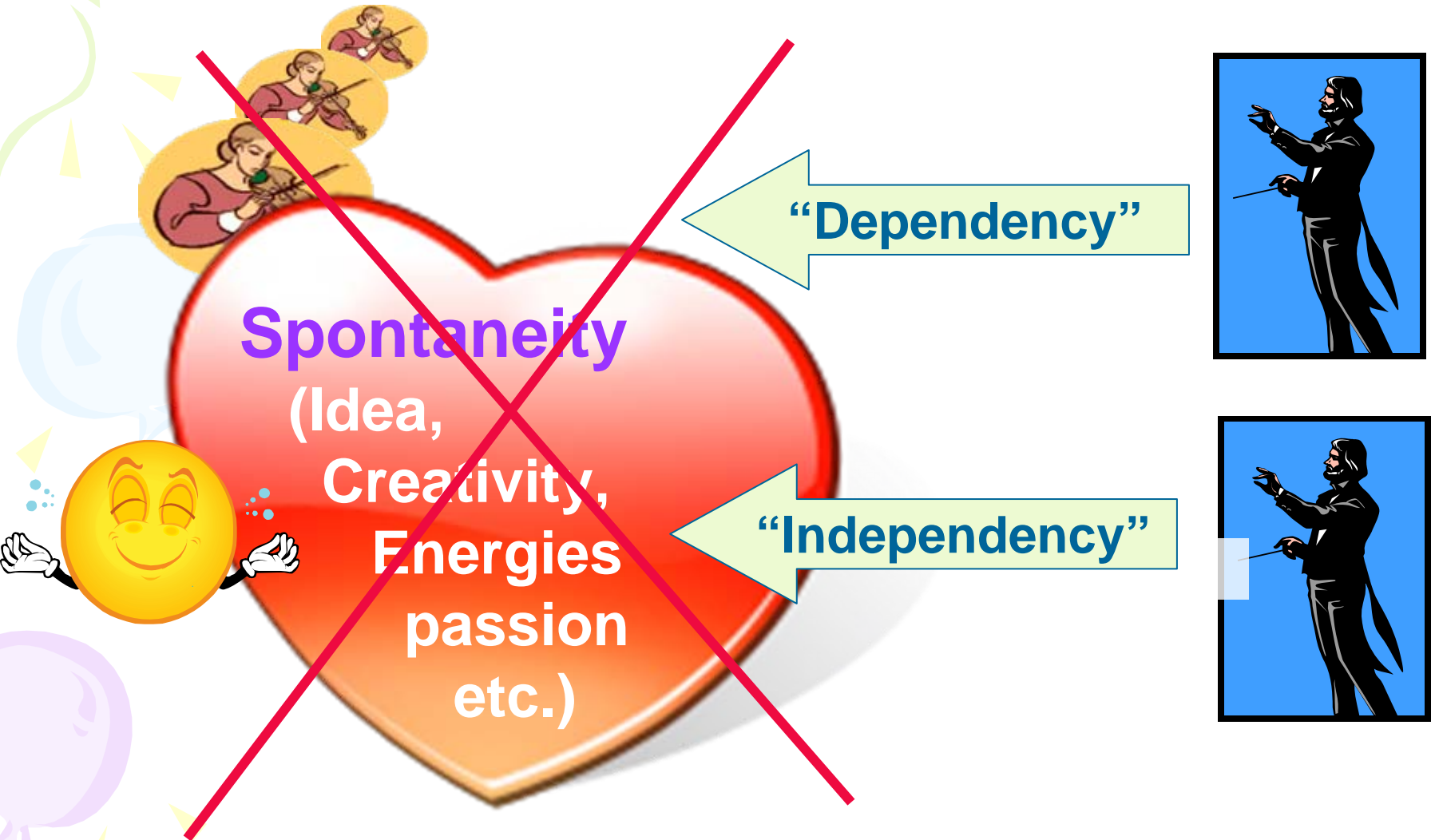
Learned from the trial2

- 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.

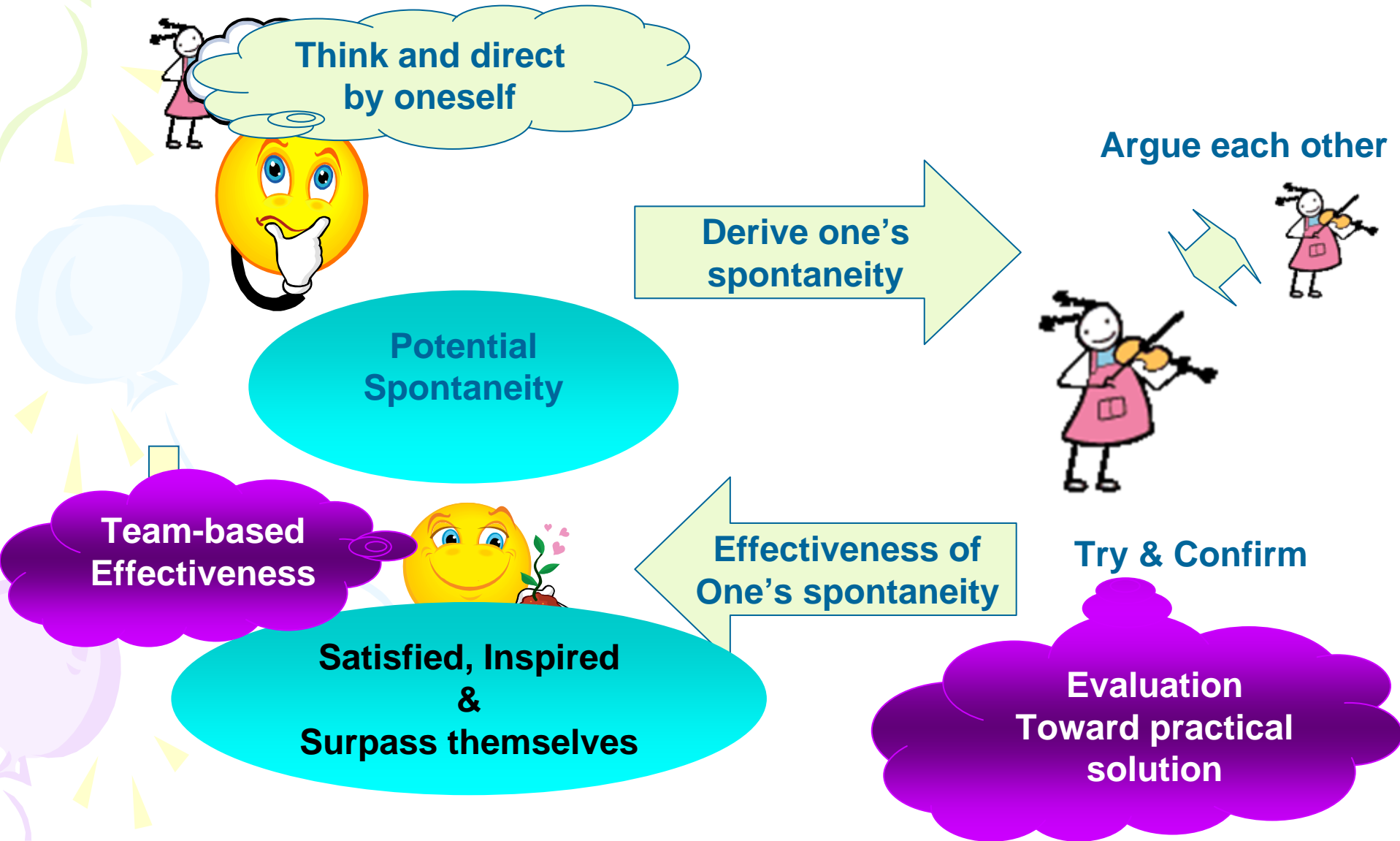
Introduced the concept of “kansei”
to promote the cognition sharing



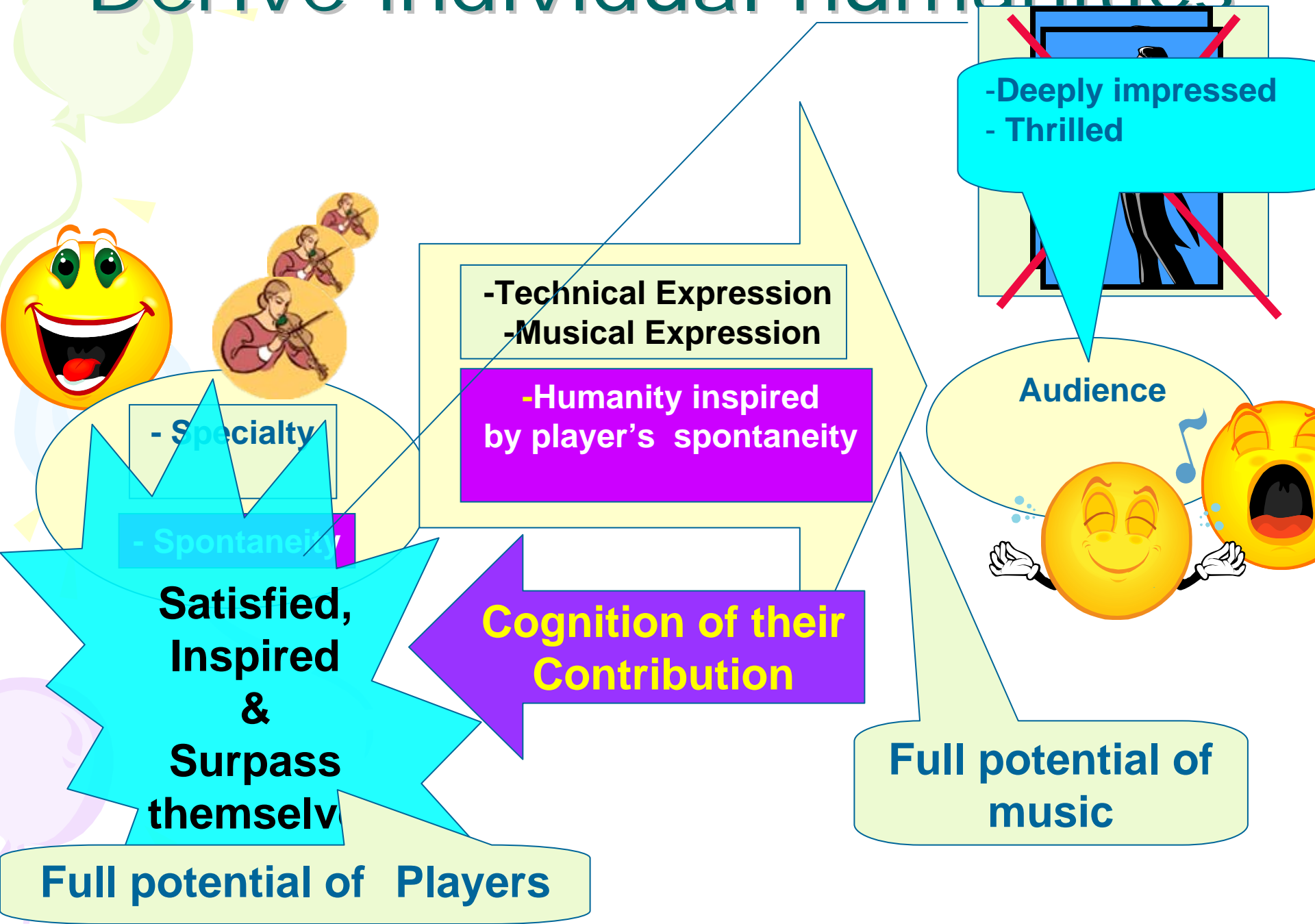
Spontaneity / Independency



"Foster a Humanity through Music"



Derive individual humanities



“Cognition Sharing” through management responsibility

**Put Power in the hand of
Individuals**

**Cognition
Sharing**

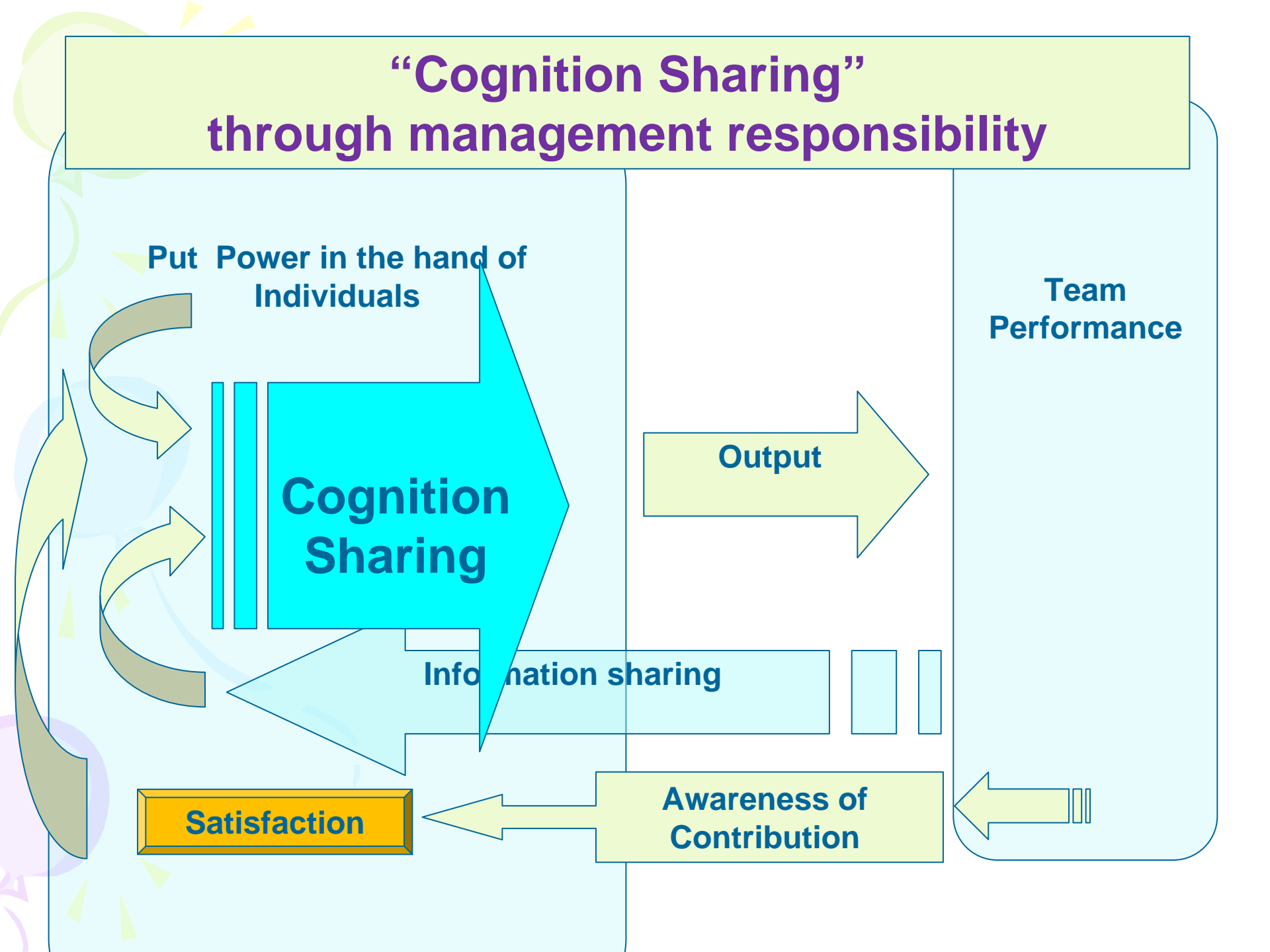
Output

**Team
Performance**

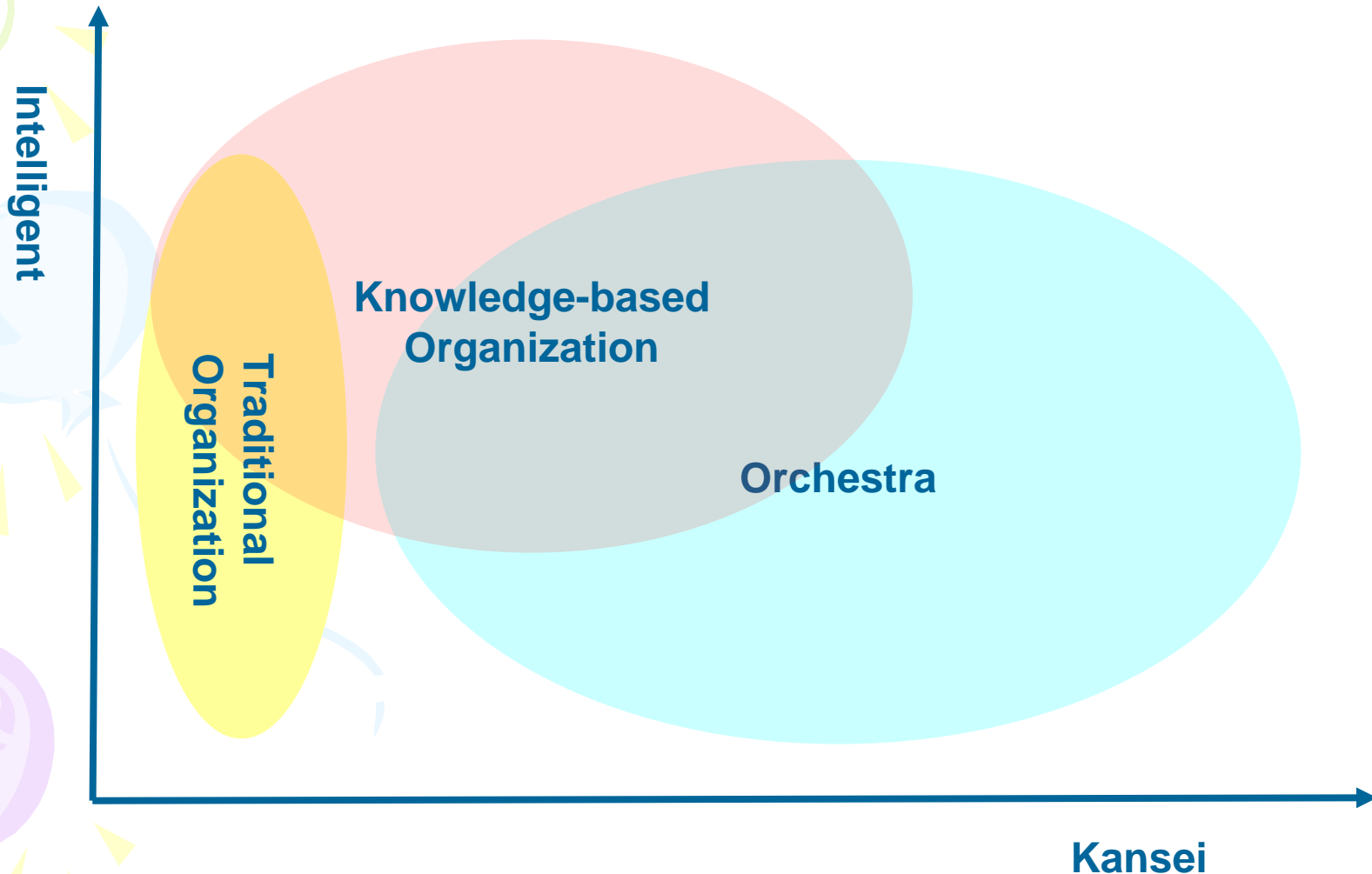
Information sharing

Satisfaction

**Awareness of
Contribution**



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 an 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

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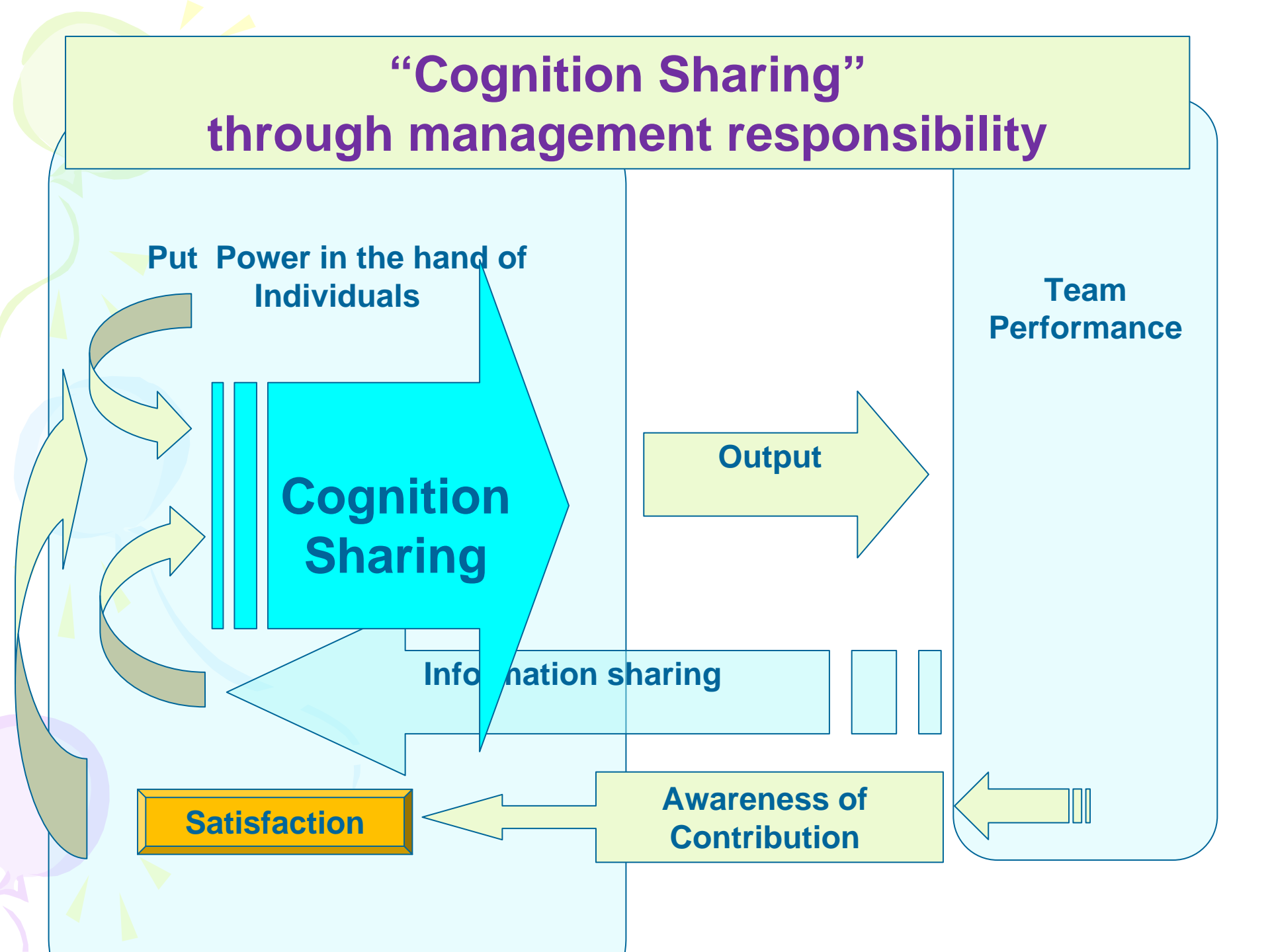
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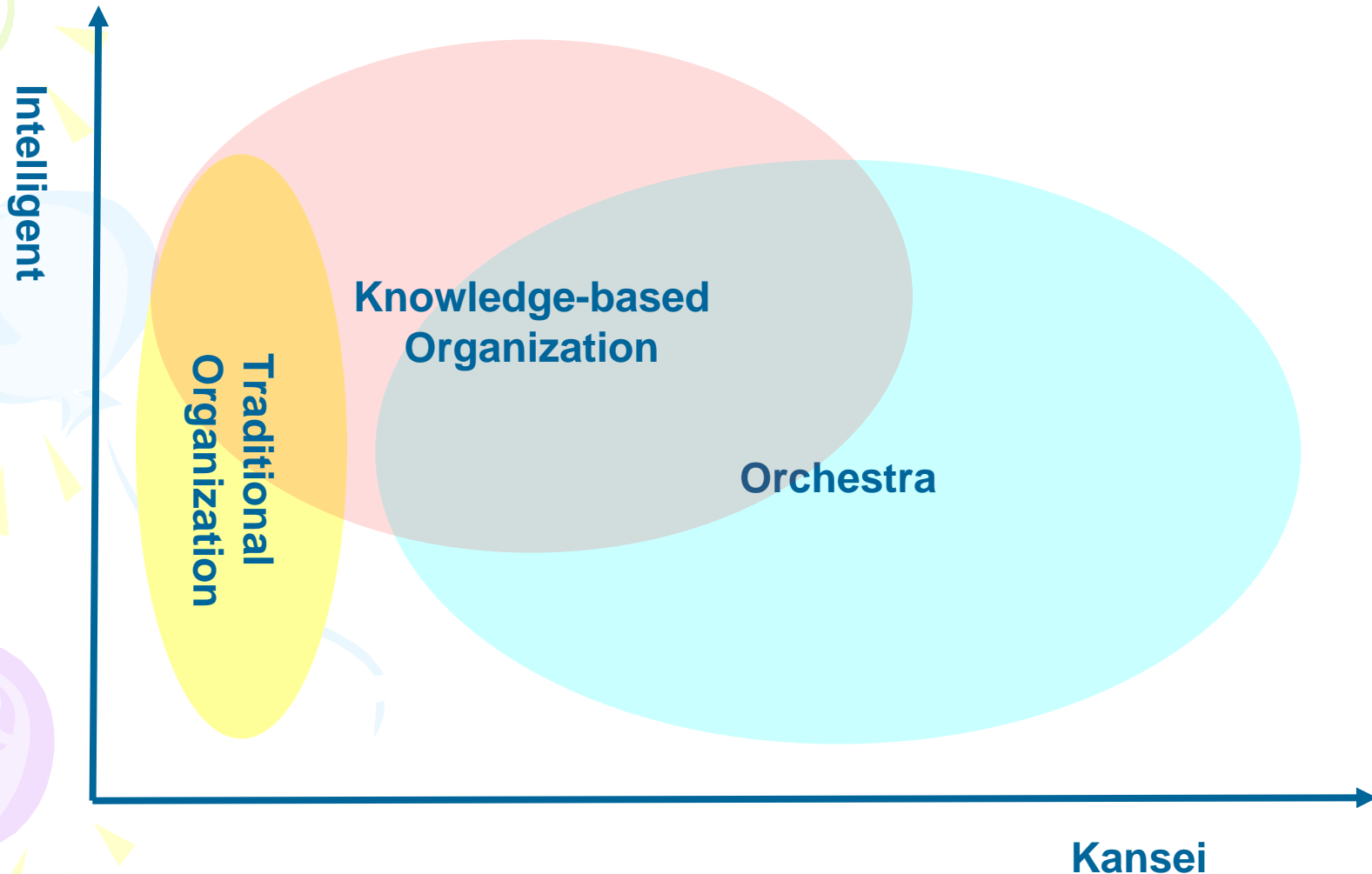
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Thank you so much!



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