Today’s technologies allow for wide-ranging communication at very low cost, enabling organizations to collaborate more effectively, to respond more quickly to business challenges, and to identify innovation opportunities. This intensive seminar illustrates how people and computers can be connected in new, creative ways so that—collectively—they act more intelligently than any person, group, or computer has ever before.

Program Details
In the 21st century, a critical factor in business success will not just be how efficient organizations are, but also how intelligent they are. Drawing on examples like Google, InnoCentive, eBay, and Wikipedia, participants of this program learn to identify opportunities for using crowd intelligence, loose hierarchies, and other innovative ways of organizing work to apply to their own business environment. This new culture of collaboration allows you and your organization to be more productive, effective, and intelligent.

Takeaways
Drawing on real-world examples of Wikipedia, YouTube, InnoCentive, Google, and eBay, participants will learn to identify opportunities for using crowd intelligence, loose hierarchies, and other innovative ways of organizing work to apply to various business environments. Participants will acquire an entirely new perspective on organizational success by getting a better understanding of:

- Why management is changing in profound ways, and what managerial skills are required for success in these new organizations
- The significant shift in organizational market share from traditionally large, hierarchical corporations to new and more nimble, networked companies
- When traditional hierarchies are useful and when they are not
- How and when “crowd intelligence” can create knowledge and solve problems more effectively
- How contests can often find the best solutions
- How prediction markets work
- Determining the key dimensions of all successful organizational designs
- How to move from command-and-control to coordinate-and-cultivate leadership

Participants
This program will be most beneficial to CEOs, senior executives, and managers at all levels who are in a position to make significant changes in the ways work is organized in their units. Specifically:

- Executives in knowledge-centric or information-centric industries, like publishing, entertainment, education, software development, and financial services
- Executives in products and services industries, like high-tech or pharmaceutical companies, or medical device manufacturers
- Managers in IT, HR, strategy, research, and other functions whose job responsibilities include implementing new organizational structures, processes, and tools
- Entrepreneurs who want to understand new business opportunities in this space
- Anyone in business or non-profit organizations who has an opportunity to influence organizational innovation in their organizations and wants to understand how work is changing

“I have been to a lot of executive education programs but this one set a new standard for excellence. As someone who felt like they already had a fairly good grasp on things, I found much that was new and noteworthy.”

—Trevor S., Past Participant
Intelligent Organizations: Collaboration and the Future of Work

Program Faculty
Thomas W. Malone is the Patrick J. McGovern Professor of Management at the MIT Sloan School of Management and the founding director of the MIT Center for Collective Intelligence. He was also one of the two founding co-directors of the MIT Initiative on “Inventing the Organizations of the 21st Century.”

Sample Program Schedule
(subject to change)

Day 1
• 7:45 AM–8:30 AM: Registration and Continental Breakfast
• 8:30 AM–12:00 PM: The Future of Work
  How and why are organizations changing?
  What will the new organizations look like?
  When should you decentralize?
• 12:00 PM–1:00 PM: Luncheon
• 1:00 PM–5:00 PM: Designing Intelligent Organizations for the 21st Century
  Organizational design in traditional hierarchies
  Harnessing crowd intelligence
  Collections
  Contests
• 5:00 PM–6:00 PM: Reception

Day 2
• 7:45 AM–8:30 AM: Registration and Continental Breakfast
• 8:30 AM–12:00 PM: Designing Intelligent Organizations (cont.)
  Harnessing crowd intelligence (cont.)
  Collaborations
  Group Decisions (Voting, Prediction Markets, etc.)
  Individual Decisions (Markets, Social Networks)
• 12:00 PM–1:00 PM: Luncheon
• 1:00 PM–3:30 PM: Leadership skills for the new world
  From command-and-control to cultivate-and-coordinate
  Core capabilities of distributed leadership
  Organizational change in hierarchies and crowds
  What is the purpose of your organization?
• 3:30 PM: Adjournment

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“Sometimes, you can get so caught up in doing, achieving and delivering, that you forget to raise your head and look at what is happening around you. This course opened my eyes (and mind) to how much the nature of work has changed. The course is a great combination of theory, proven science, action, learning and real-life examples. I highly recommend the course and the investment of your time.”

—Susan L.
Past Participant
Read this review and others online.