SD5906
Globalization

COMMUNICATIONS

School of Design
The Polytechnic University of Hong Kong

PolyU Design

IMPORTANT

Please sit with the members of your final group project

Format of Today's Presentation

1. We are going to examine a common **COMMUNICATIONS MODEL**

2. We are going to examine a common **ORGANIZATIONAL MODEL**

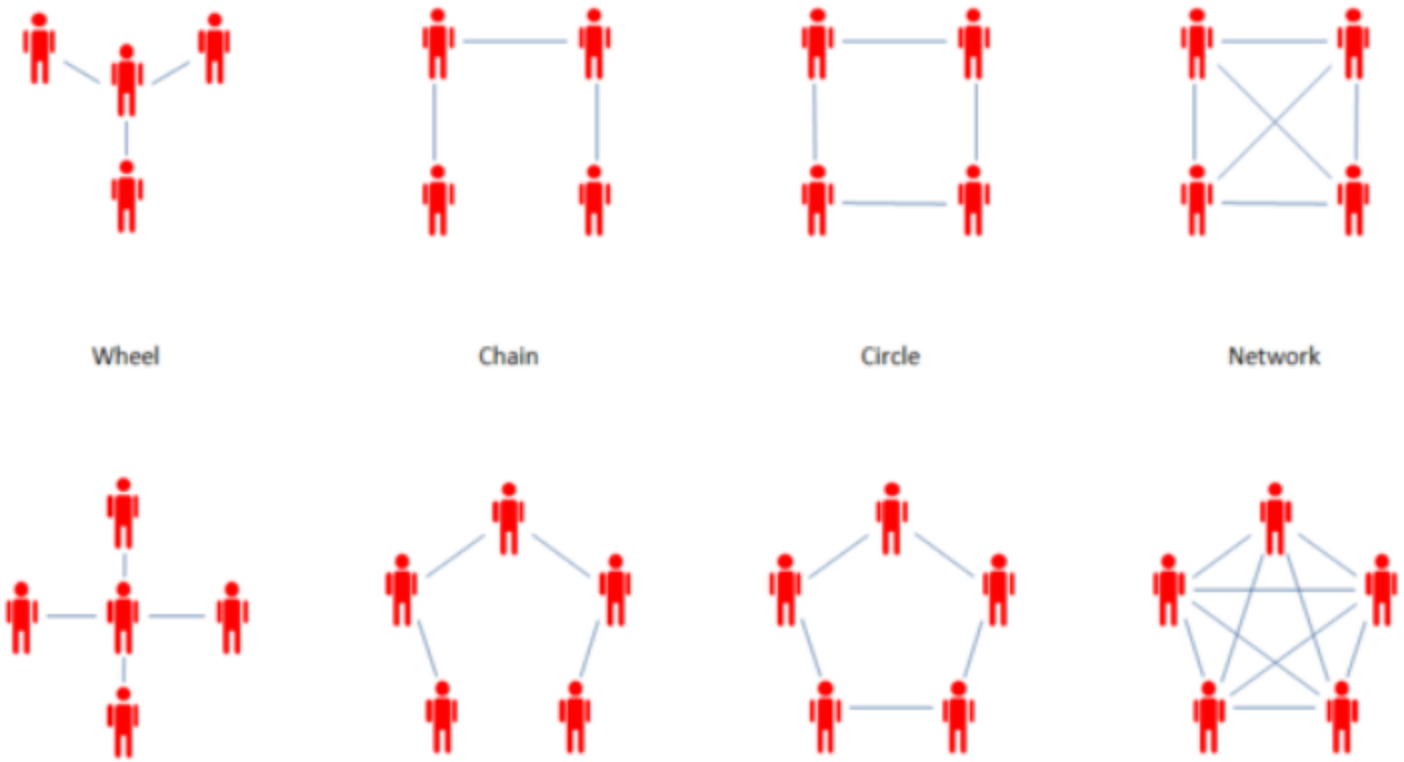
3. We are going to examine a common **INNOVATION MODEL**

A Common Communications Model

Bavelas & Leavitt

- In **1950**, Alex Bavelas and Harold Leavitt defined a small set of Communication Models that we still use today (https://bit.ly/2U22E9a)
- In the experiment, people were asked to design information networks with 4 and 5 persons.
- The resulting Communications Models were then documented and analyzed to help us understand their strengths & weaknesses, and also where they might be best applied to different situations.

Leavitt's Communication Models



https://managementmania.com/en/communication-patterns

Wheel

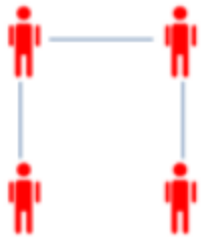
In a wheel, all messages flow through one person at the centre.

Wheel

What are the advantages of this model?

What are its disadvantages of this model?

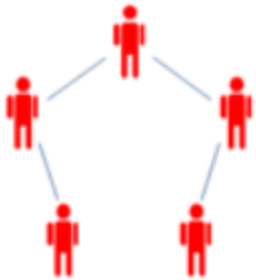
Chain



In a chain, information flows from one person to one or two others.

Chain

What are the advantages of this model?



What are its disadvantages of this model?

Circle

Circle

In a circle, information flows from one person to two other people.

What are the advantages of this model?

What are its disadvantages of this model?

Network

Network

In a network, information flows from one person to everyone else.

What are the advantages of this model?

What are its disadvantages of this model?

Leavitt's Models – Summary of Features

		Wheel	Chain	Circle	Network
Information	Speed	H	L	L	M
	Accuracy	H	M	L	M
	Convergence	H	M	L	L
	Noise	H	L	M	H
	Fragility	H	H	L	L

		Wheel	Chain	Circle	Network
Politics	Satisfaction	L	L	H	H
	Direction	H	H	L	L

LOW	L
MEDIUM	M
HIGH	H

https://www.slideshare.net/divyebokdia/communication-structure-in-a-group-divye-bokdia

A Common Organizational Model

Kaplan & Norton

- In **1992**, Kaplan & Norton published an article in the Harvard Business Review explaining a powerful new idea: The Balanced Scorecard. The article (https://bit.ly/1VHTGso) was followed up with a book in **1996** (ISBN: 9780875846514).

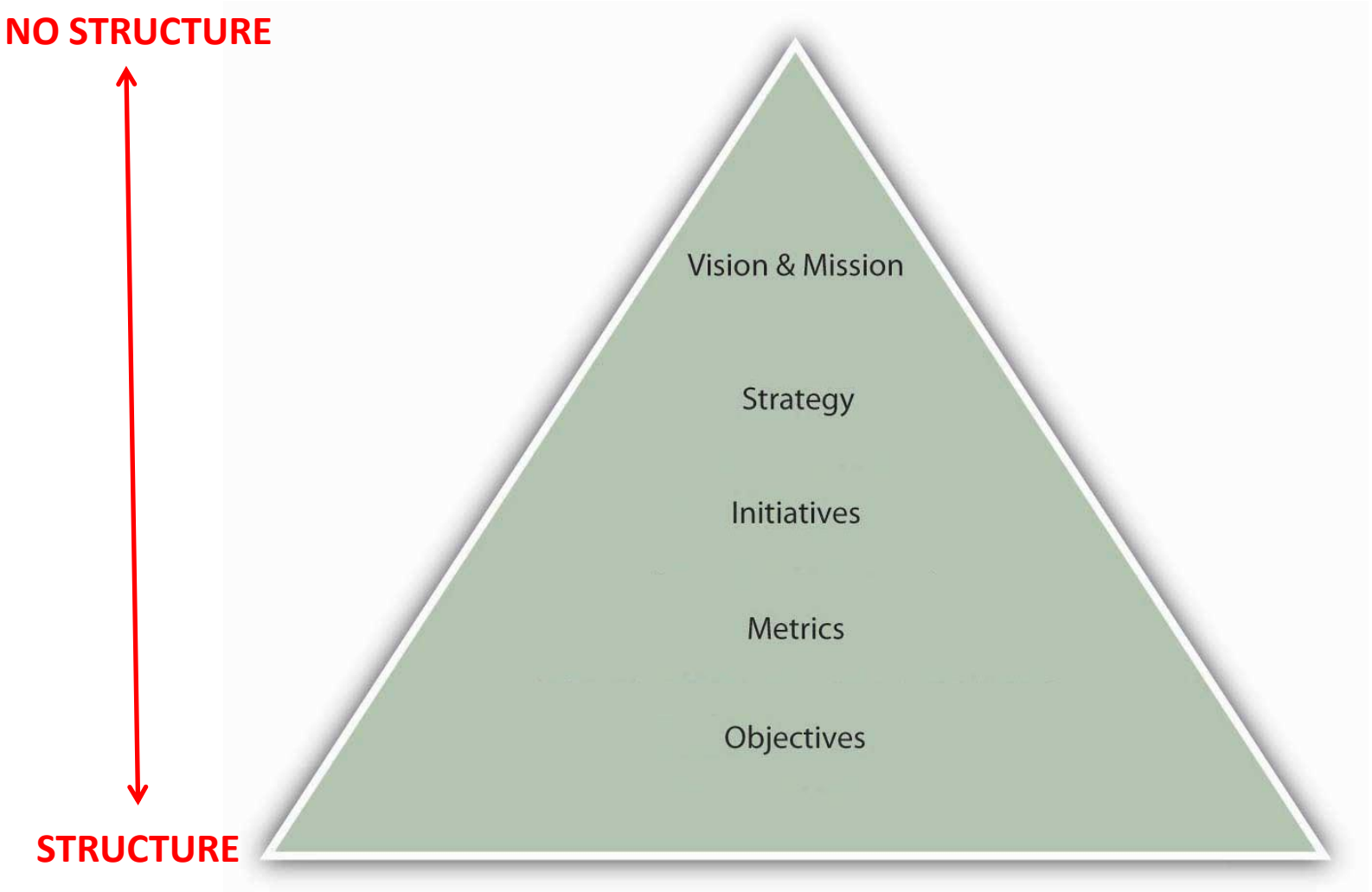
- The Balanced Scorecard puts into practice an old management axiom:

"You can't improve what you don't measure".

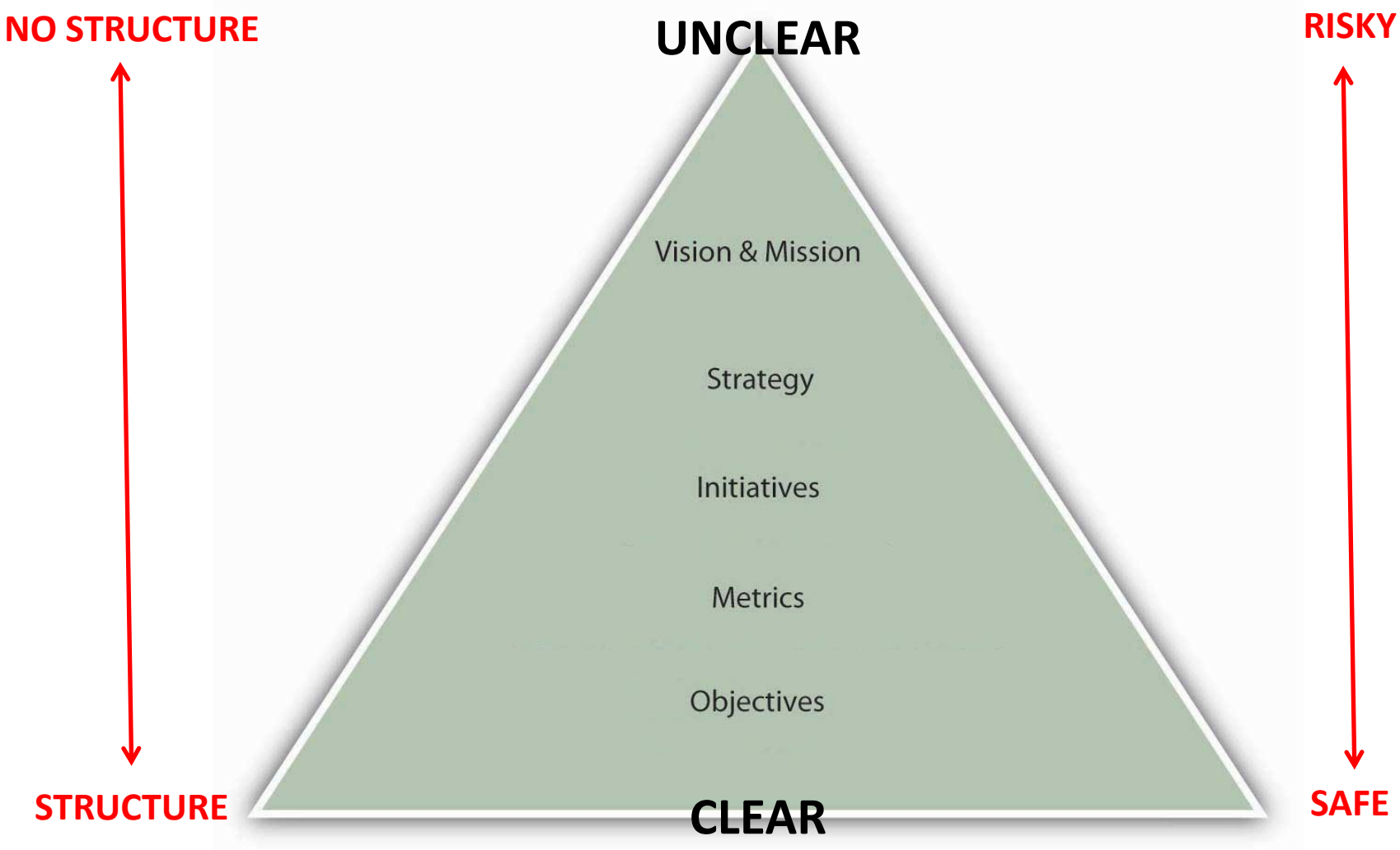
The Balanced Scorecard: Layers (Simplified)

Balanced Scorecard: Managing Uncertainty

Balanced Scorecard: Managing Organization



Balanced Scorecard: Managing Emergence



A Common Innovation Model

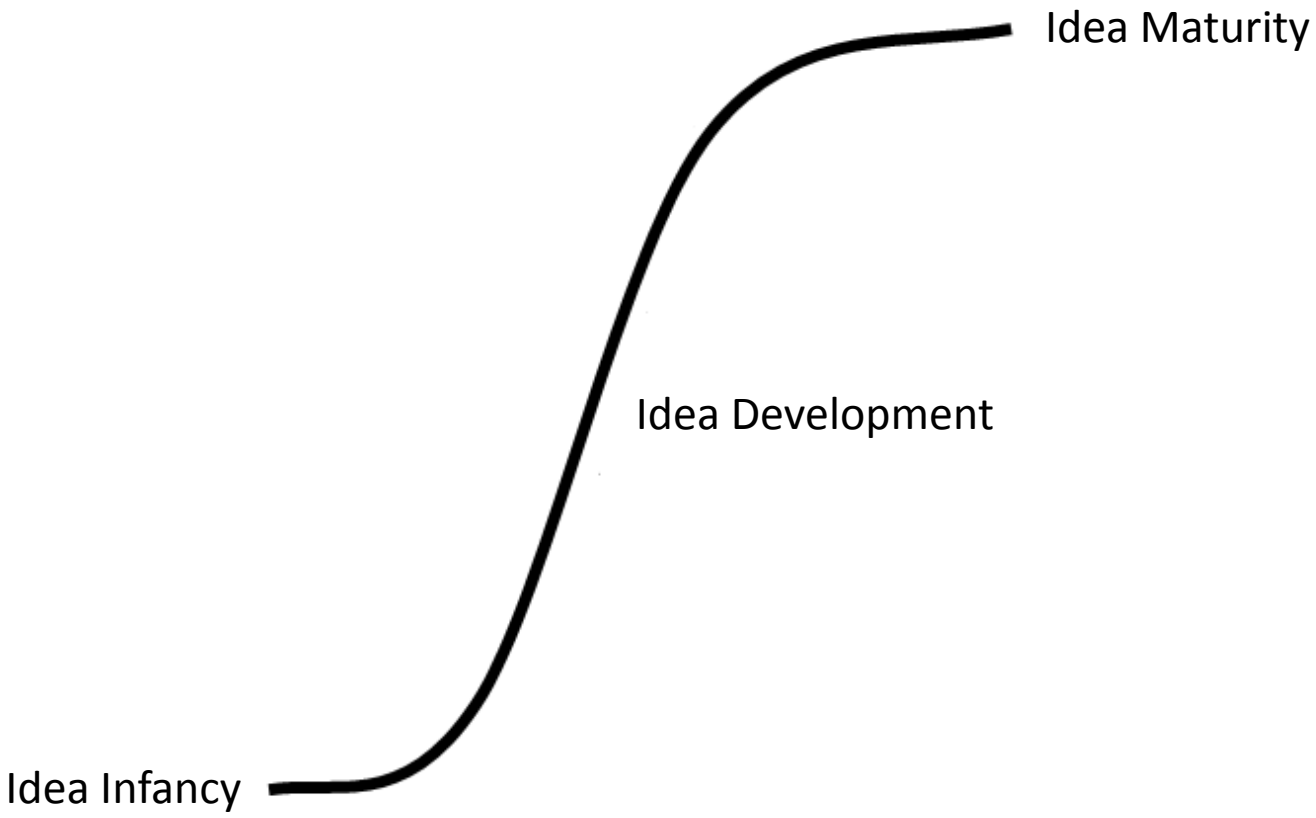
Rogers

- In 1962, Everett Rogers published a book about something he called the Diffusion of Innovations curve (https://amzn.to/2Kq1nof).

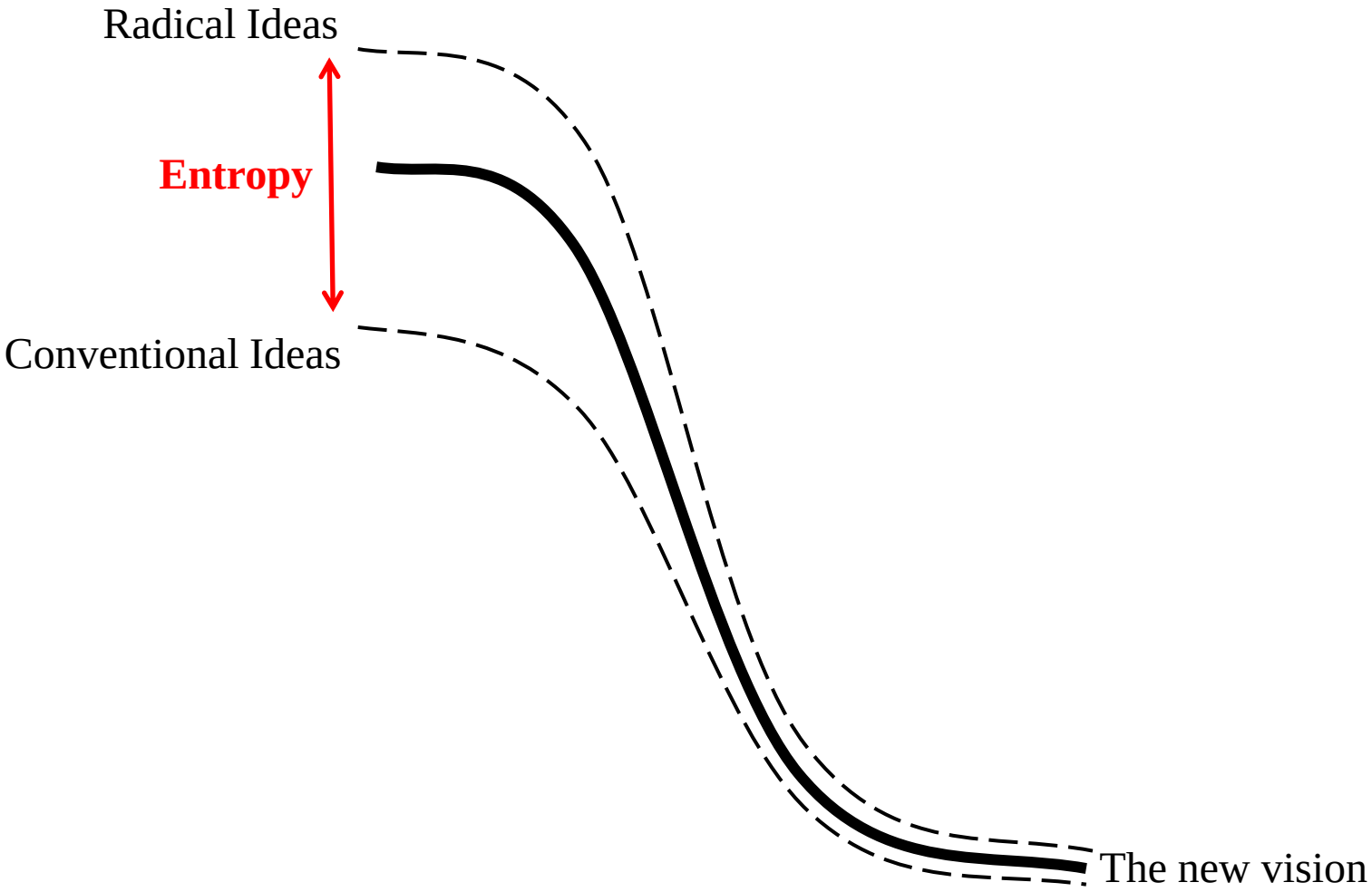
- In the book, Rogers described how new ideas move from the fringe to the center of society, gaining more and more adoption as time passes.

- The Diffusion of Innovation curve is actually an application of the Normal, Gaussian or Bell Curve.

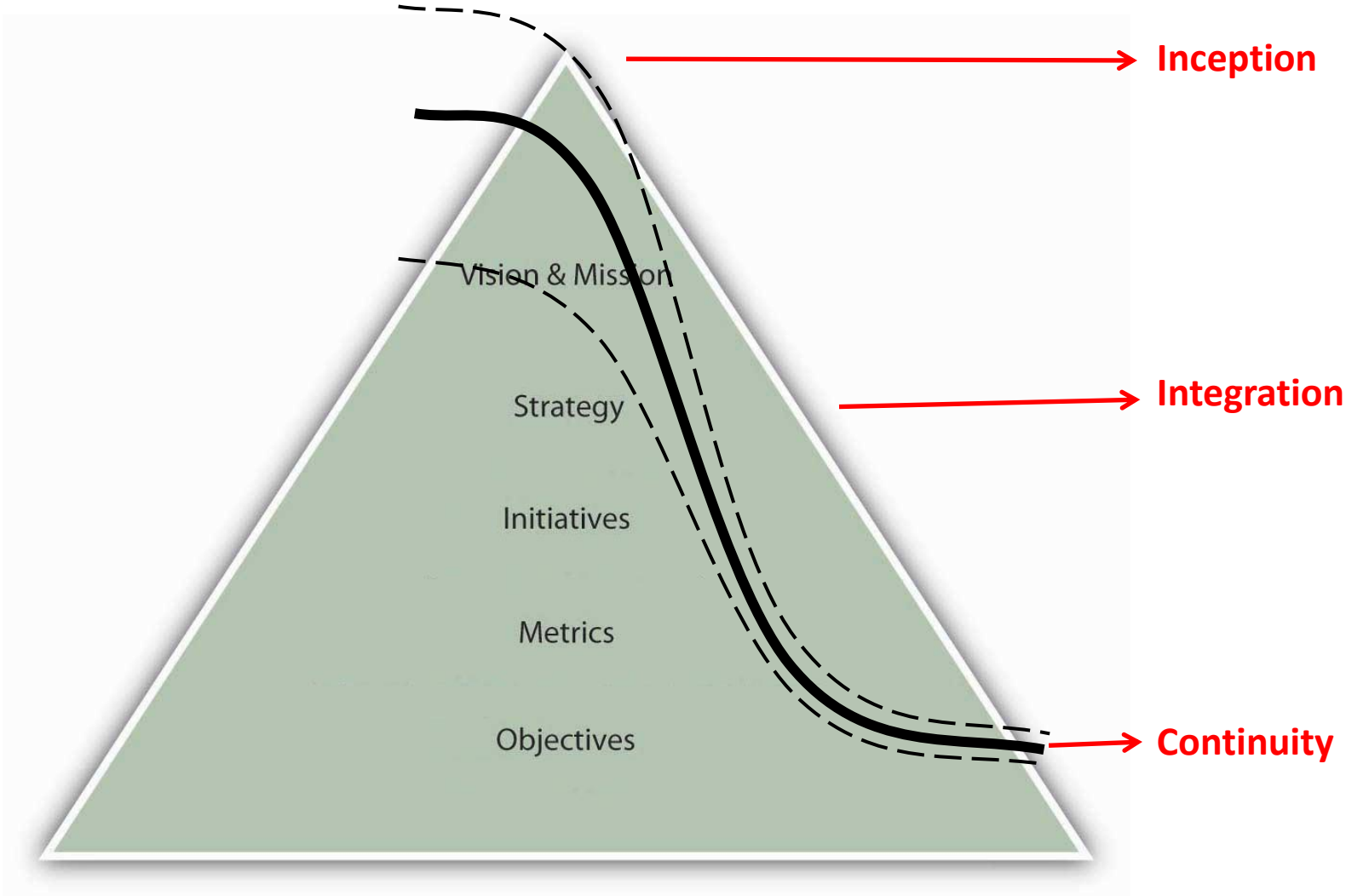
The Diffusion of Innovations Curve



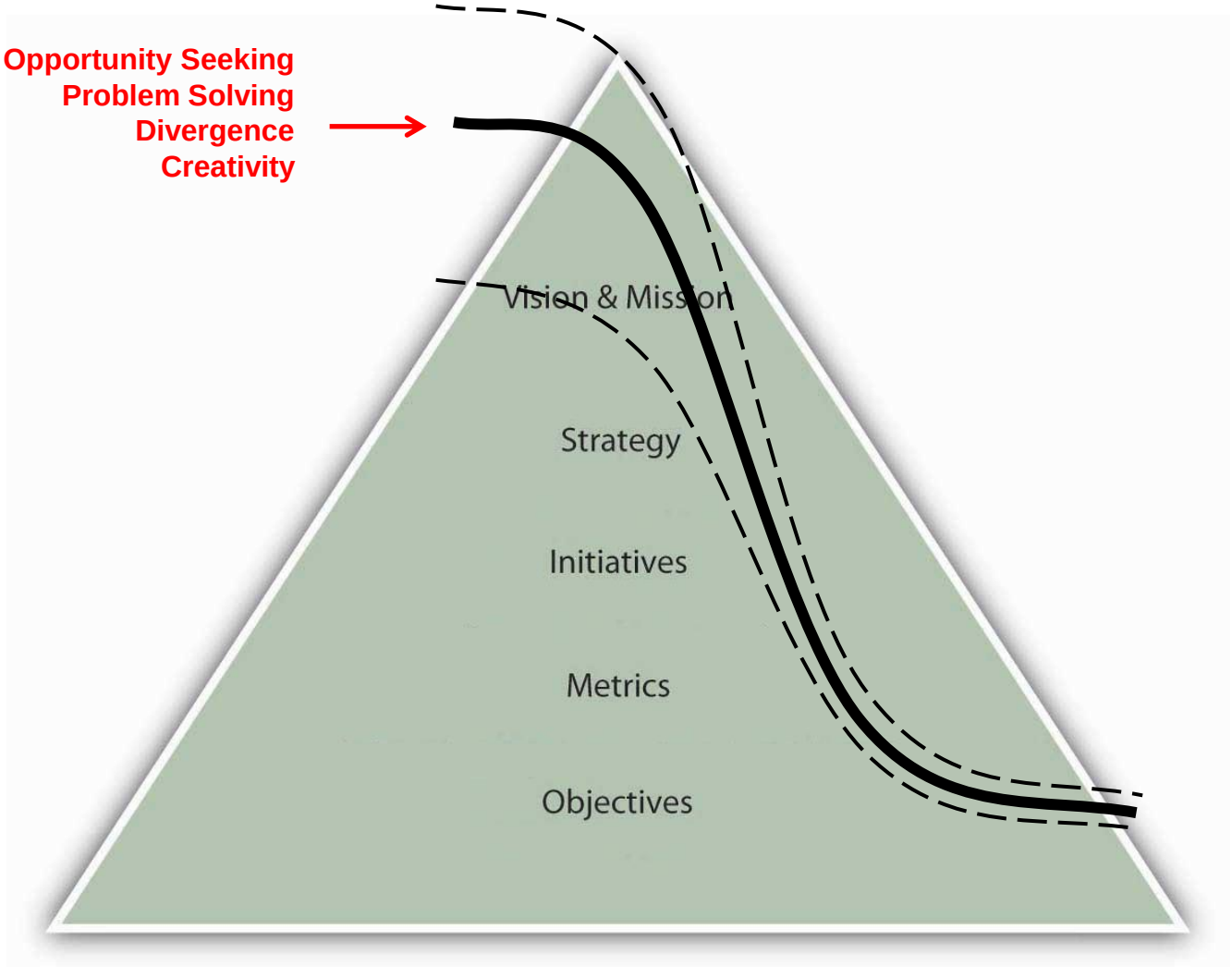
To Apply It Here, We Must First Invert It



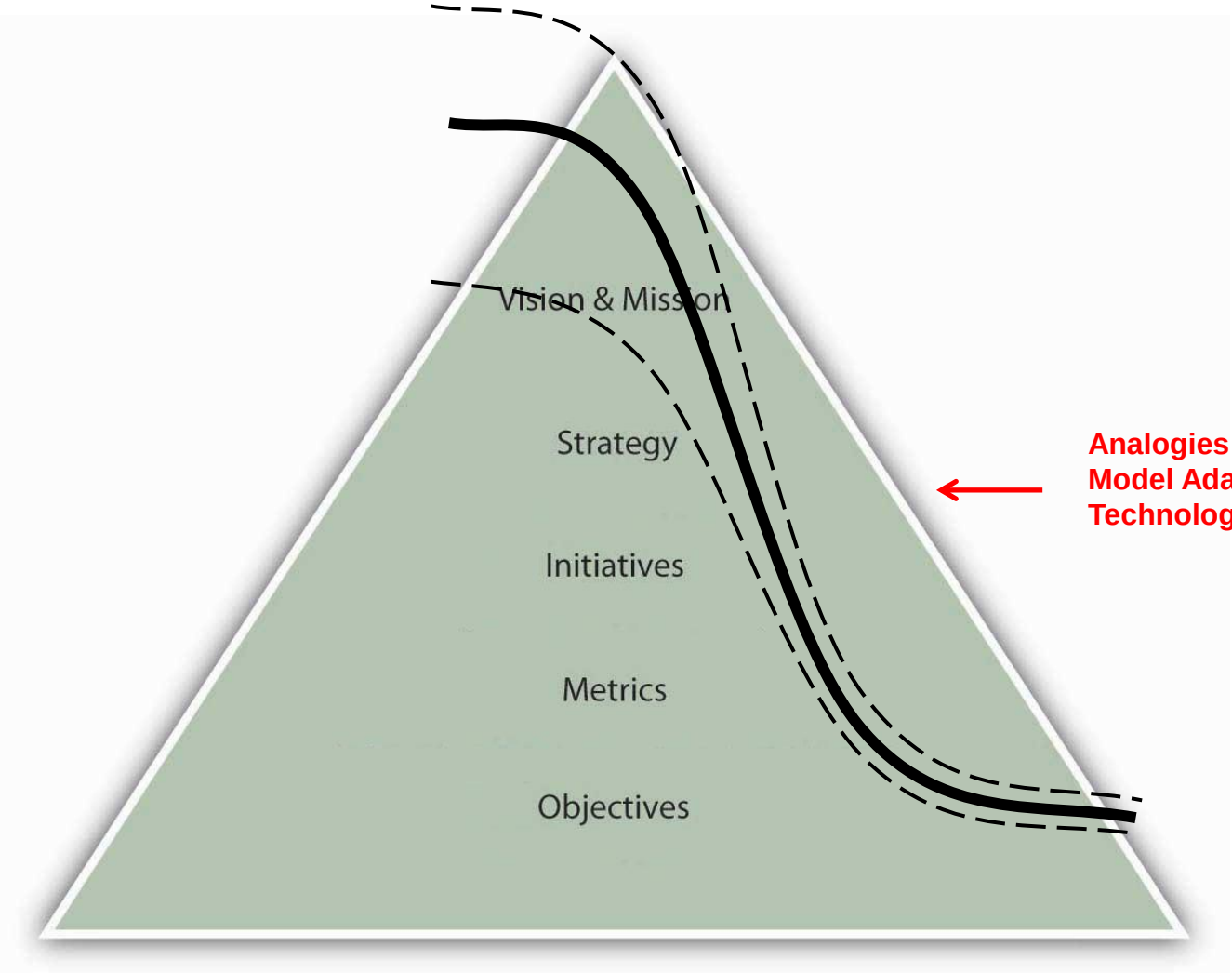
Now, We Can Apply It



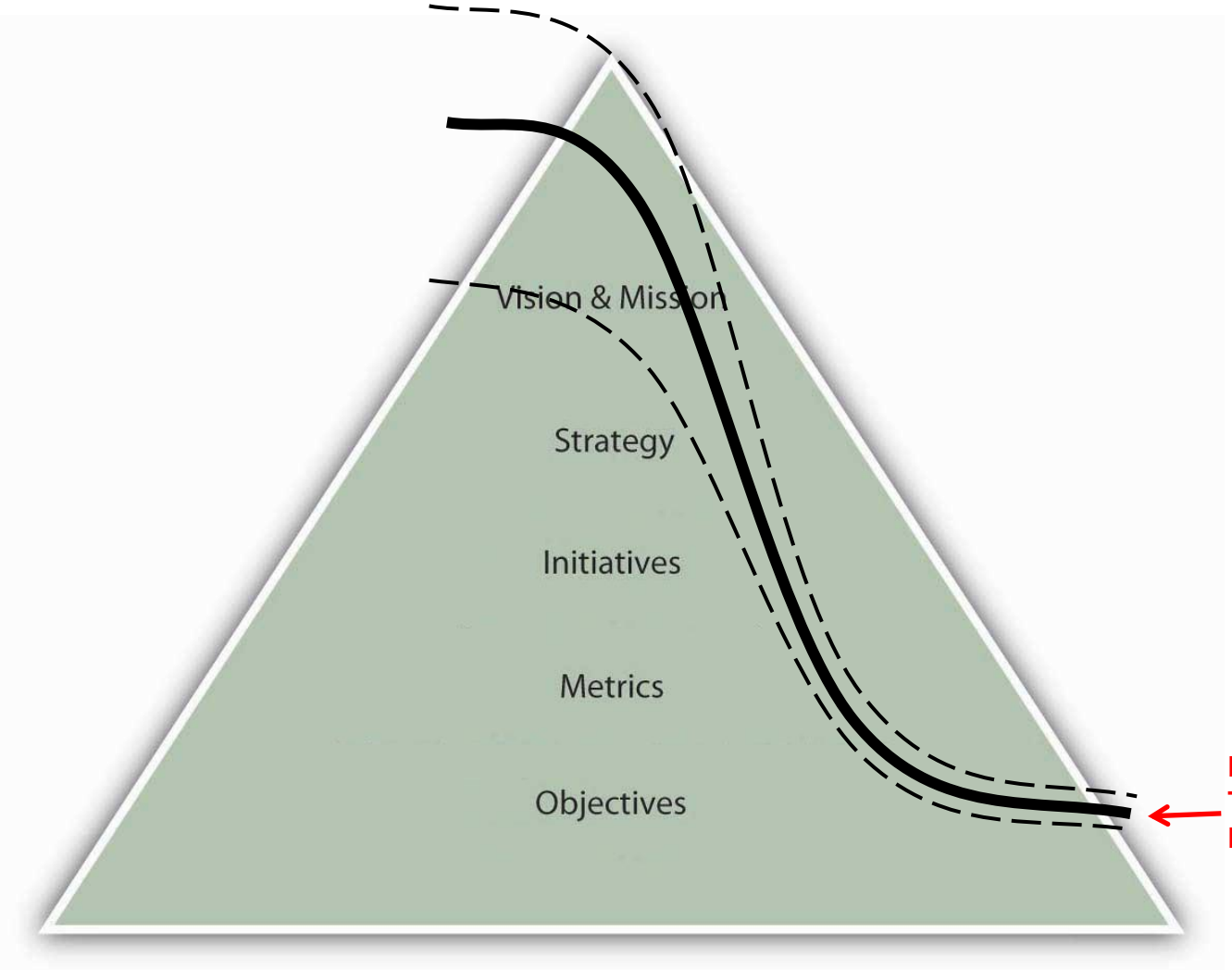
What To Do When In: Inception



What To Do When In: Integration



What To Do When In: Continuity



APPLICATION

So, Why Do We Have Organizations?

- Organizations are basically problem-solving machines
- Great Organizations break problems down into steps
- Great Organizations execute along identified layers:
  - Vision & Mission
  - Strategy
  - Initiatives
  - Metrics
  - Objectives

A Thought Experiment

Activity for Next Week:

Now that you know the Diffusion of Innovations Curve, The Balanced Scorecard and our Communication Models, how would you apply them to your FYP as it moves through a proposed 3 year lifespan, from **Inception** to **Consolidation** and then on towards **Optimization**?

Questions?

Thank You