

**Group 1**

# The Organization, and its Response to COVID

**Ben Hutt | Cheng Fang | Mitali Badkul | Olivia Brigagliano | Santiago Browne | Shauna Fitzmaurice | Timothy Lyu**

# AGENDA

- Mintzberg's Structures & the Pandemic's Impact
- What do we take forward?
- Industry Insights & The future.
- Discussion & Q&A



# OUR ORGANIZATIONS



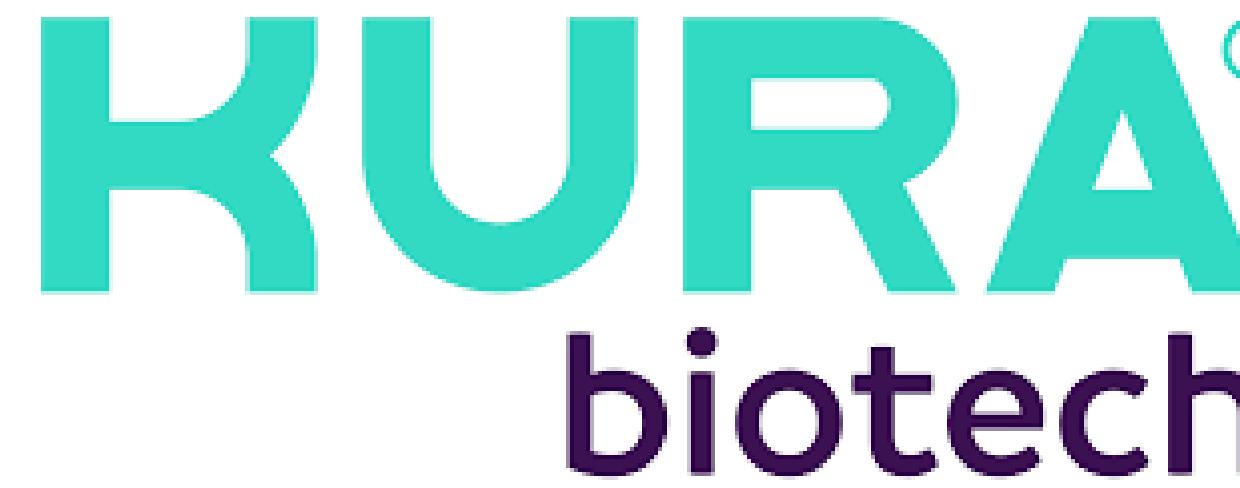
Kura: Entrepreneur



Citi Bank: Machine



Raytheon:  
Divisional/Professional



- 30 employees
- Entrepreneurial structure transitioning into an innovative/machine structure
- Functional yet centralized
- CEO holds a limited delegation capacity
- Focus on streamlining operations and R&D

# KURA'S ADAPTATIONS



**Strong  
Purpose**



**Change of  
Direction**



**Keep an  
Inflow of  
Cash**



**Go Light,  
Go Fast**



**Wartime  
Mindset**



**Everyone  
Counts**

# SIMPLE/ ENTREPRENEUR

## PROS

- 01 **Strong sense of ownership**
- 02 **Highly collaborative culture**
- 03 **Flexible roles with adaptability**

## CONS

- 01 **Extended hours became standard practice**
- 02 **Standardized of processes became rare**
- 03 **Coordination became inefficient**



- 212-year-old global bank providing financial services
- Operates with multiple machine silos and highly bureaucratic
- Highly regulated industry
- Consistency of services provided is critical



# CITIBANK'S ADAPTATIONS

Reduction in Galbreith's Informal Organisation

Strategic Apex Adjustment

Expanded Middle Line Management Coordination

Digital Schedules of Support Staff

Technostructure moved to more distributed analysis and agile planning



# MACHINE

## PROS

01 **Adaptability & Innovation**

02 **Leadership & Flexibility**

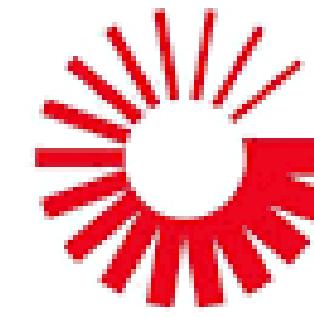
03 **Trust, Empathy, Precision & Contingency**

## CONS

01 **Security & Operational Challenges**

02 **Workforce & Productivity Strain**

03 **Reduced Sales Effectiveness**



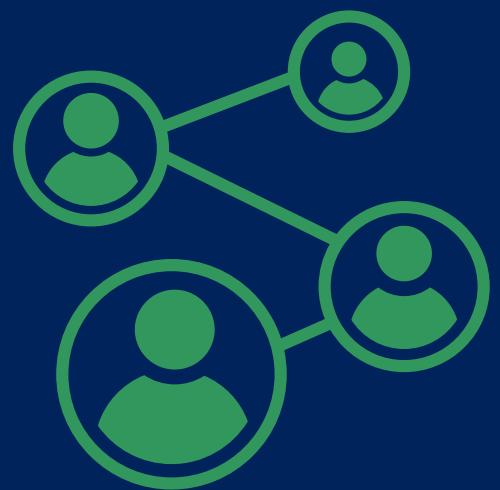
**Raytheon  
Technologies**

- An interconnected divisional corporation
- ~186,000 employees worldwide
- Coordinated with (and informed) US Govt. response to COVID

# RAYTHEON'S ADAPTATIONS

## Machine Side: Manufacturing

- On-site presence
- Social distancing
- Semi-regular *thank you* events



## Professional Side: R&D Engineering

- Immediate remote work implementation
- Collaboration tools for remote work
- Ergonomic equipment provided

# Divisional: Machine/Professional

## PROS

01

**Fast Delegation**

02

**Adaptive Response**

## CONS

01

**Friction between Departments**

02

**Employee Burnout**

# WHAT WE TAKE FORWARD

- Hybrid working
- Embracing digital platforms & increased e-coordination
- Increased focus on continuous learning, collaboration, and innovation



# WHAT STAYED THE SAME

- Industry and structural constraints
- Contingency planning
- Focus on short-term survival



# THE FUTURE OF ORGANISATIONAL STRUCTURES

*How can we design resilient  
organisations for the future?*



“ —

*They all have their flaws and therefore they all have to be somewhat hybrid, even if it's minimally, not minimally, but, you know, moderately...*

*~Mintzberg*



[Source : Podcast - Leadership 2.0](#)

# INDUSTRY LEADER'S INSIGHTS



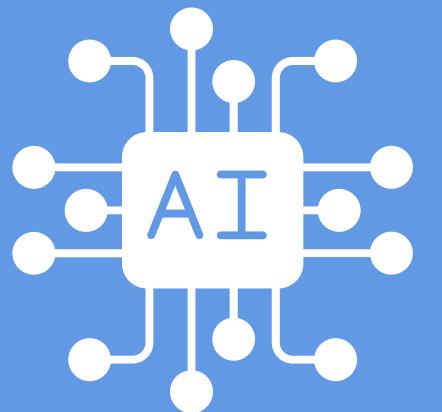
**Peter Glynne**  
**President**  
**Change Management Consultant, Author**



**Fernando Ayuso Palacios**  
**Director**  
**Data Science & Engineering**

## Artificial Intelligence

*“AI is here to stay, and it’s moved from being an optional advantage to a mandatory tool that organizations are expected to leverage for efficiency and innovation.”*



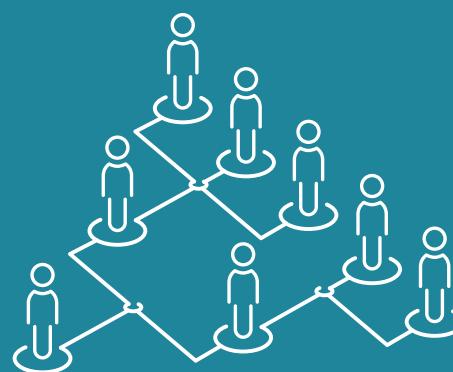
## Change Management

*“The biggest challenge isn’t the technology itself; it’s the **change management** needed to get people on board.”*



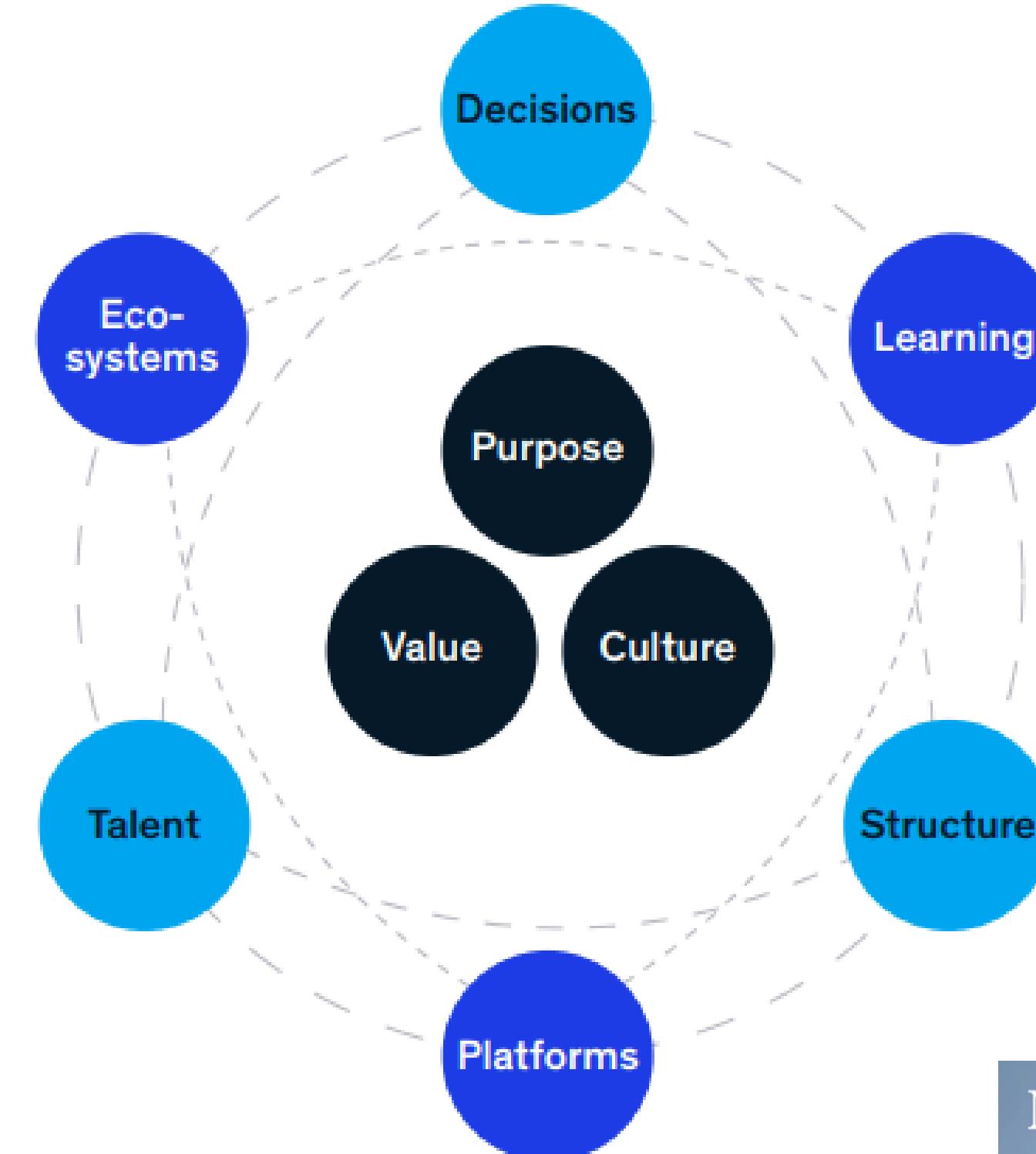
## The Rise of Hybrid Models

*“Organizations may need to **reduce rigidity and promote adaptability** within their structures. Establishing flexible units or experimental teams can showcase AI’s benefits and generate buy-in from more bureaucratic departments.”*



## The post-pandemic organization will take shape along three dimensions.

- Who we are
- How we operate
- How we grow



McKinsey  
& Company

Source : [McKinsey Reimagining Post Pandemic Organizations \(2020\)](#).



# HYBRID STRUCTURES THAT PRIORITIZE **PURPOSE, ADAPTABILITY, AND SHARED LEARNING** ARE THE FUTURE OF RESILIENT ORGANIZATIONS

WHO  
WE  
ARE

HOW  
WE  
OPERATE

HOW  
WE  
GROW

Purpose and transparency drive alignment and inclusivity

Balance stability with flexibility to navigate change.

Collaboration and shared knowledge fuel innovation and resilience

“—

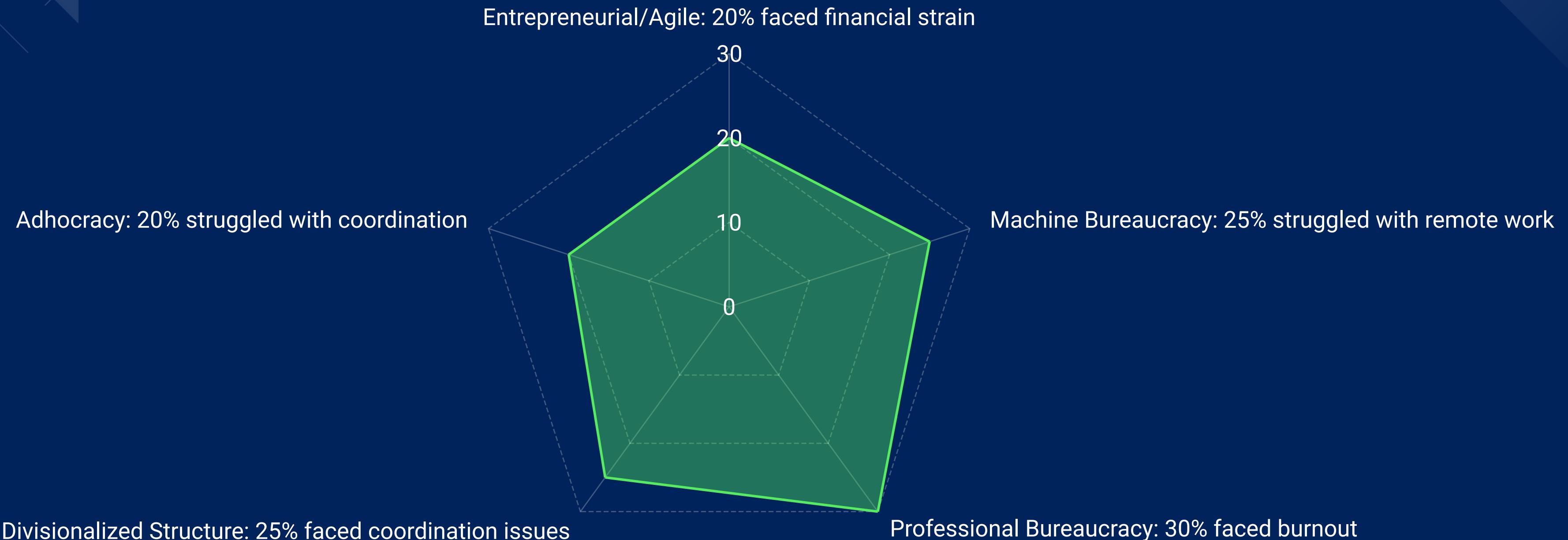
*The future of successful organizations lies in their ability to balance structural stability with the adaptability needed for change. By blending these elements, organizations can craft hybrid systems that thrive in dynamic and evolving environments.*

*~Mintzberg*

Source : Adapted from concepts in  
Henry Mintzberg's Understanding Organizations...Finally!



# IMPACT OF COVID-19 ON ORGANISATIONAL STRUCTURES



Source : Reports by Deloitte (2021) 1 & 2 , McKinsey (2020) & WEF (2021)