Chimera New product Development is headed by Tom, and has three sub-teams: Office automation (headed by Rita),  Stationary (headed by Charlie), and Customer insights (headed by Quentin ).

The data from an ONA for the top 20 people in New Product Development at Chimera Corporation can be found in the spreadsheet :

1. Communication structure, derived from survey: (i,j)=1  implies that j communicates regularly with i
2. Authority structure, derived from reporting relationships: (i,j)=1 implies that j reports to i
3. Task interdependence structure, derived from business process mapping: (i,j)=1 implies that  i’s tasks and j’s tasks are interdependent and need coordinated effort.

Q1. Reconstruct the formal organization chart from this data

Q2. Identify the key informal influencers in the organization

Q3. Identify the “hot spots” in the organization where the current design is weak:

Q4. Come up with a minimalist intervention that can improve the design.