

Distributed vs Centralized

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Organizational structures

- What organizational structures assist us in achieving consistent, repeatable quality in the information we plan, design, develop, and distribute to our customers?
 - distributed (ad-hoc)
 - distributed (managed)
 - centralized
 - matrixed

Distributed development (ad-hoc)



Distributed development (ad-hoc)

- What are the advantages?
 - Know the product, development, audience intimately
 - Maintain total control of project -- don't need to depend on others for information
 - Setting own standards, format, style -- free reign
 - As business manager, you have complete control over your resources (time, activities)

Distributed development (ad-hoc)

- Advantages
 - Faster project completion
 - Equal footing with developers -- respect
 - Stretch out the schedule
 - Credibility, effectiveness, connections
 - Perceived as less costly than centralized, overhead vs. direct costs
 - Set your own direction technologically -- tools

Distributed development (ad-hoc)

- Advantages
 - Choose your own projects -- too busy!!
 - Difficult for anyone to evaluate what you know
 - Jack of all trades -- expertise
 - Variety and more interesting tasks
 - Fewer competing deadlines -- make your own

Distributed development (ad-hoc)

- What are the disadvantages?
 - Totally dependent on talent, relationships, or luck
 - 35 manuals -- no consistent style in the organization
 - Floating by yourself -- can't always get the resources
 - Lack of a mentor -- some for advise, help
 - As author, don't see your own errors - no editing

Distributed development (ad-hoc)

- Disadvantages
 - May not have upper management support
 - No investment in training, professional development
 - Those who don't know what you do, evaluate your work -- and decide salary
 - More dependent on relationships for success
 - Cost of production can be very high
 - Duplication of effort

Distributed development (managed)



Distributed development (managed)

- What are the advantages?
 - Shared knowledge within the smaller group
 - Each focuses on specific audiences
 - Focuses on different needs
 - Coordinated schedules -- different deadlines
 - Resource management
 - Some centralization of costs
 - Support group of knowledgeable people
- Career path

Distributed development (managed)

- What are the disadvantages?
 - Power struggle -- managers at odds
 - Information not necessarily shared
 - Smaller pool of resources to draw on
 - Larger teams threaten one-man-show
 - Customer projects wait -- competing resources
 - Confusion over who publishes what

Distributed development (managed)

- Disadvantages
 - Customer sees many companies
 - Different levels of quality
 - Conflicting information
 - Inconsistent look and feel
 - Conflicting deadlines
 - No business compulsion
 - Perceived disadvantages of credit

Distributed development (managed)

- Disadvantages
 - Different views to the customer
 - Duplication of effort
 - Different expectation of skills levels
 - Harder to get everyone
 - No corporate look and feel -- are clients unique?
 - No brand loyalty

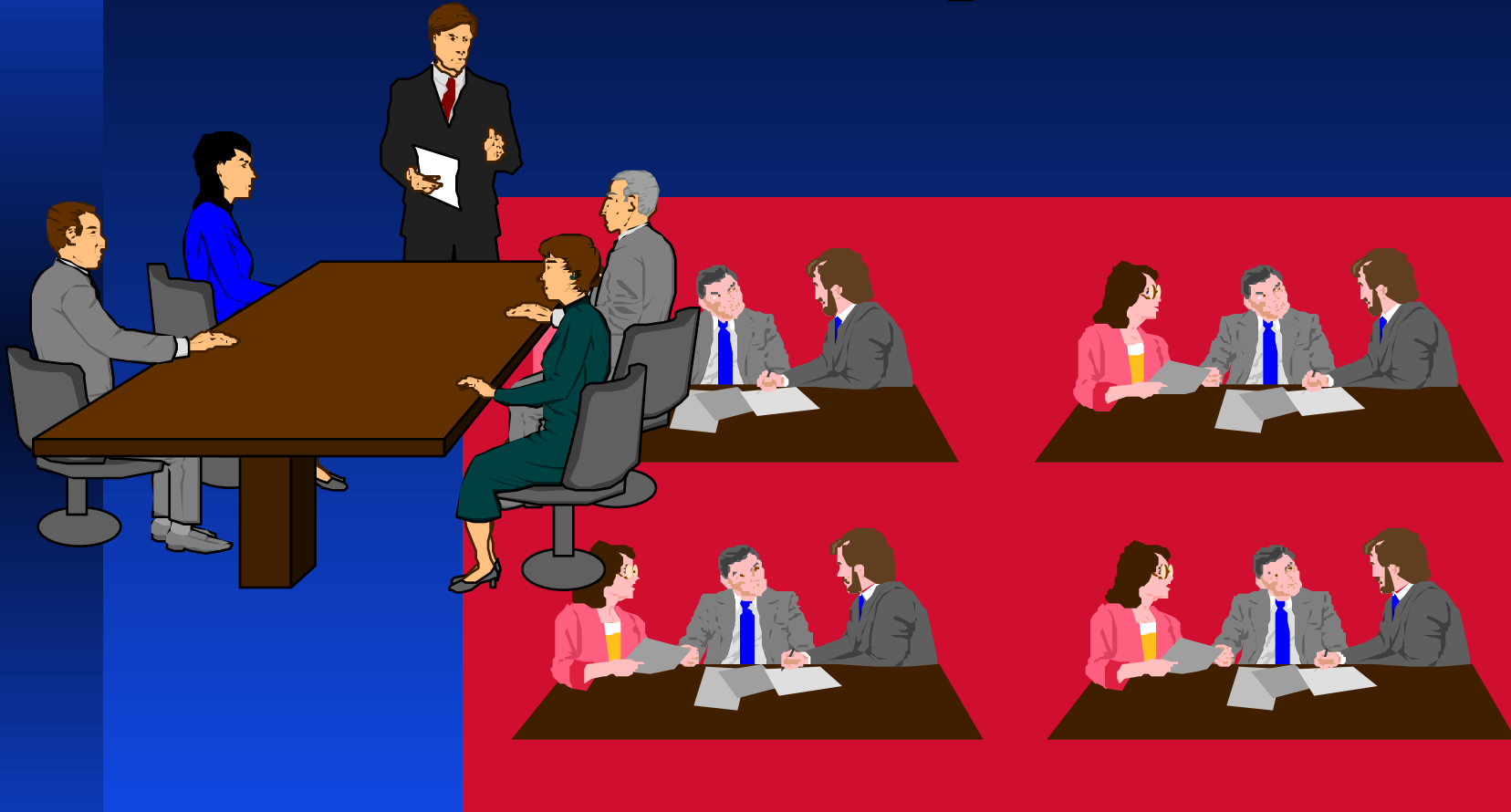
Centralized development



Centralized development



Centralized development



Centralized development

- What are the advantages?
 - Cooperation and coordination of team leaders
 - Teamwork, motivation
 - Champion and buffer -- senior management
 - Easier to set up processes and standards
 - Higher potential as a revenue generator

Centralized development

- Advantages
 - Have a departmental budget and representation to higher management
 - Common look and feel to customers
 - Strategic planning
 - Different levels of staff -- entry level
 - Cost savings equipment, software, training
 - Greater perceived clout
 - Greater career path opportunities

Centralized development

- Advantages
 - Distribution of workflow
 - Resources leveling
 - Quality control-- editing opportunities, review, verification

Centralized development

- What are the disadvantages?
 - Central group perceived as powerful and dictatorial
 - Us against them mentality -- to other organizations
 - Threatening to the SMEs
 - Dual citizenship
 - Out of sight, out of mind

Centralized development

- Disadvantages
 - Shipped around to different higher level managers -- no one wants us - too costly
 - Permanently stuck with ineffective management - the dud corporate officer
 - Stuck in tradition --always done it
 - Easy target for discontent
 - Possibility of a lack of focus -- too many jobs
 - Perceived to be the bottleneck

Centralized development

- Disadvantages
 - Writers perceived as out of the loop of development
 - Less informed about development efforts
 - Time factors for approval may be more of an issue
 - Product team leaders and central group don't always agree

Matrixed development



Matrixed development

- What are the advantages?
 - Can work -- requires maturity and confidence
 - Flexible and focused
 - Focus on customer needs
 - Seen as a peer of other managers and other developers
 - Have to be in the right area -- senior management -- bit more authority
 - Standardized quality - processes

Matrixed development

- Advantages
 - Comfort of standardization
 - Innovation of unique quality and controls
 - Focused on project management

Matrixed development

- What are the disadvantages?
 - Difficult to handle
 - Requires experienced, mature managers
 - Requires experienced, mature staff

Centralized organizational structure

- Positives

- Uniform standards and practices
- Quality assurance by qualified peers
- Collaboration on complex tasks
- Sufficient resources to support quality improvement

- Negatives

- Isolation from internal customers
- Competition from other sources of supply
- Weight of tradition as a barrier to innovation

Multiple managed organizations

- Positive
 - Leadership by experienced management
 - Uniform standards and practices
 - Quality assurance by qualified peers
 - Collaboration on complex tasks
 - Sufficient resources
- Negative
 - Lack of overall standards and practices where customer needs overlap
 - Isolation from internal customers
 - Competition with other sources of supply
 - Tradition as a barrier to innovation
 - Insufficient resources

Distributed organization

- Positives

- Close relationship to internal customers
- Fewer barriers to innovation through lack of tradition

- Negatives

- Lack of corporate-wide standards and practices
- Lack of peer or editorial review
- Insufficient resources because lack critical mass