

Work It Out at MIT

A process that empowers your team to focus on a specific problem and work out the best solutions

“The potential for realizing a successful transformation from this activity is quite high.”
Lou DiBeradinis, Director, EH&S

Do you want to:

- Review, revise and/or update a specific work process or procedure?
- Reduce boundaries across roles and functions?
- Make decisions quickly?
- Implement actionable ideas?

To participate, you need:

- An issue that is clear, specific, transparent, and well bounded
- To rely on the expertise of the team
- A fully committed team who has ownership for the solutions and their implementation
- Commitment to open and constructive communication
- Leaders capable of removing barriers to implementation

This process has been used to:

- Decrease response time to student or faculty complaints
- Identify steps that lead to a quicker turn-around time on payment vouchers
- Integrate two separate processes across Departments within a School

Work It Out at MIT requires:

Leaders who...

- *Identify the problem*
- *Select and empower the team*
- *Make decisions*

Team Members who...

- *Are fully engaged*
- *Are experts on the issue*
- *Generate and implement solutions*

Facilitators who...

- *Guide the work*
- *Are experienced*
- *Maintain neutrality*

“The fact that the process relies solely on personal experience and aims to make decisions in one day is very attractive as a problem solving tool for the right project”

*Martin Dugal, Assistant Director,
 Facilities Operations, Dept of Facilities*

Phase 1:	3-6 weeks	Phase 2:	1 day	Phase 3:	90 days
Launching the Process	<ul style="list-style-type: none"> - Develop problem statement - Select team members - Schedule working session - Conduct leader and team orientation - Meet with leaders before and after team orientation 	Working Session	<ul style="list-style-type: none"> - Scope the problem (narrow if necessary) and identify current state - Identify issues and barriers and potential solutions - Recommend action steps - Decisions on recommendations by leaders 	Implementation of Recommendations	<ul style="list-style-type: none"> - Team members implement the solutions - Leaders remove barriers - Communicate outcomes

If your issue is complex and/or requires extensive data gathering to define the problem and solutions, Work It Out may not be the right solution. Visit <http://web.mit.edu/hr/oed/od.html> or contact us at oed-request@mit.edu to learn more about Work It Out and other services including Business Process Improvement or Organizational Development Consultation.