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

<table>
<thead>
<tr>
<th>Phase 1:</th>
<th>Phase 2:</th>
<th>Phase 3:</th>
</tr>
</thead>
<tbody>
<tr>
<td>3-6 weeks</td>
<td>1 day</td>
<td>90 days</td>
</tr>
</tbody>
</table>

**Launching the Process**
- Develop problem statement
- Select team members
- Schedule working session
- Conduct leader and team orientation
- Meet with leaders before and after team orientation

**Working Session**
- 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**
- Team members implement the solutions
- Leaders remove barriers
- Communicate outcomes

“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

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](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.