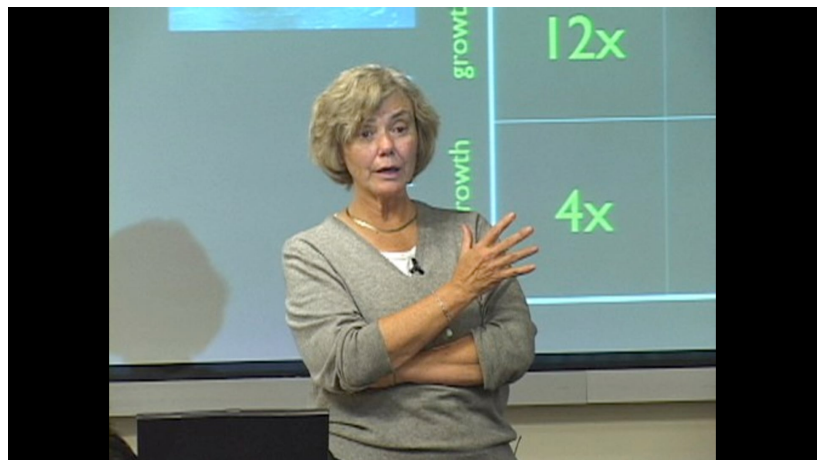


URL: <https://stvp.stanford.edu/blog/videos/balance-of-structure-and-ambiguity>

Eisenhardt provides an example of where structure and ambiguity live in harmony at Yahoo.



Transcript

What does it mean to have structure if I said that was a good thing to have in uncertainty and ambiguity? It means having a few more processes whether there are actually rules around, whether it's, you know.. I'll give you actually a classic example of Yahoo's product development.. If you compare them to a lot of different startups at that time, they were actually somewhat more structured.. And they had some structure around, every developer has to be able to work on every project.. They have a very strict priority system.. Everybody understood the priorities.. They had a launch process that they were following.. So in general, if there's a mistake that entrepreneurs make is that they're typically too, they're too under-structured.. So adding structure in terms of process structure, around product development, perhaps around hiring, perhaps around alliance formation, so that kind of structure.. Because typically, you'll see is most of the time, entrepreneurs are winging it more than they should...