

THE OFFICE REVOLUTION

Robert Heller

FIVE KEY FACTORS

- Information**
- Communication**
- Planning**
- Execution**
- Feedback**

THE REVIEWER'S VERDICT

**Any business ignoring Mr Heller's warnings
will find itself in**

DEEP TROUBLE.

**The shock will be felt most severely by those
who have not anticipated and exploited
today's developments. The process is**

THE HAPPENING

**‘The dot-com phenomenon produced
an awful lot of start-ups,
not to mention a lot of awful start-ups’.**

- Spend your venture capital lavishly on
‘building the brand’ up-front**
- Score a large and increasing number of
‘hits’ and ‘eyeballs’ at any cost**
- Then sell your offering to your enormous,**

The Cult of Shareholder Value

plus

The Cult of the Chief Executive

equals

The Credit Crunch

FIVE ROADS TO FAILURE

- The promise was never reality**
- It was true, but exaggerated**
- The tools of revolution were mishandled**
- Benefits of revolution were misunderstood**

CONNECTING FOR WEALTH

- ❑ **'Connecting for Health'**
 - the world's biggest civil I.T. project
- ❑ **Launched in 2002 by Tony Blair**
- ❑ **National database summarising GP records of 50 million patients**
- ❑ **Delay (May 2008) 'at least four years'**
- ❑ **Completion of software - 'middle of next decade'**
- ❑ **'It is inevitable that such transformation will present challenges'**

THE GATES MENU (1999)

- ❑ Information flow is your lifeblood: insist on email
- ❑ Commerce: the internet changes everything: use digital delivery to eliminate the middle man
- ❑ Manage knowledge to improve strategic thought: redefine your business and its boundaries
- ❑ Bring insight to business operations: use digital systems to route customer complaints at once
- ❑ Expect the unexpected

A digital nervous system will let you do business at the

TWO DECADES OF

- ❑ Don't give people the authority they need to do their own jobs on their own initiative
- ❑ Manage by inclusion - intervene whether the intervention is called for or not
- ❑ Suit the purpose to the organisation...
- ❑ for major example, manage through fixed departments rather than ad hoc groups
- ❑ Achieve MILO at all times - most input for least output.

THE REVOLUTION

- ❑ Most businesses have become more complex, and one man or woman cannot possibly command all the expertise involved
- ❑ The need for teamwork and fusion at all levels, including the design and implementation of strategy, has made the leader's role facilitative rather than prescriptive
- ❑ Most companies are now organised into discrete, autonomous units with individual leaders who are held fully responsible for all of their results
- ❑ Much of the crucial work is now carried out in inter-

CISCO SEES THE LIGHT

- ❑ I was always a command-and-control type. If I said 'turn right', all 65,000 employees turned right.
- ❑ An organisation can't scale and take on more when only one person is driving all the strategy.
- ❑ It was hard for me to learn to be collaborative. I'd listen for 10 minutes while the team discussed a problem. I knew the answer and I'd say, 'here's what we're going to do'.
- ❑ I learned to let go and give the team time. They made just as good decisions, or even better.
- ❑ We developed the TelePresence technology, so realistic that people truly feel like everyone is in the same room.

CISCO SEES THE FUTURE

- ❑ Look for 'market transitions', when there is a subtle but clear disruptive shift in the market.**
- ❑ Right now, the biggest market transition is the shift to a more collaborative world.**
- ❑ This is only made possible by the 'network-centric' solution, which takes in a whole range of communications.**
- ❑ Consumers will access voice, the web, email and video by any device they choose.**
- ❑ 14 billion devices will be connected to the internet by 2010, all loading on to the network.**

MY GOLDMINE LTD.

- ❑ Does the company have a strong and improving customer franchise, exploited and enlarged by effective IT?**
- ❑ Is management able, up-to-date and up to the IT mark?**
- ❑ Are operational and IT efficiencies continuously rising?**
- ❑ Is the company investing and planning well for the future - in IT as in everything else?**
- ❑ Using IT to the full, is the company stronger than the competition on every count that matters to customers?**