

Future **B**usiness

the game has changed



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by

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INDEX

Introduction	11
PART 1	
Current Reality: Companies In Collapse Mode!	14
A Shift in Power	16
Hierarchy of Power	16
Slow Drown!	17
One size fits all!	18
Old Minds	18
Sameness	19
Stagnation	19
People Administration	20
Hiding Something?	20

PART 2 23

Future Customers, Customer Service and Service Expectations 23

Profile and Expectations of the New Customer	32
What makes your product and business special?	32
Do you know me?...I'm your customer!	32
Do you allow me, as I'm your customer?	33
Are you meticulous and precise in what you do?	34
Do you ever mislead me?	34
How do you resolve problems?	35
Do you have contracts with small print and Latin legal terms that I must sign?	36
Can we talk with ease?	37
We hate forms!	39
Do you integrate?	39

Future HR: Positive People Energy Management 43

Old HR Concept: Human Resources Management and NOT Energy Management	48
From HR to HE: Human Energy to Drive Business Success	52
Profile of the New HR (Human Energy Management)	58
Do you manage outcomes or hours in the office?	58
Do you allow people to choose their own benefits or must they be part of designated structures?	59
Do you have an ongoing, well-managed, fair and transparent motivation programme in place for ALL?	60
Do you 'include' or 'exclude' employees ?	61
Do your people know exactly what is expected of them or is it a little vague?	62
Do you celebrate success as well as failure – with ALL?	63
Do you treat people as individuals or is an employee an employee ... just an employee?	64

Future IT: Information Communication Technology 66

Profile and Capability of ICT in Sophisticated Business	74
Does technology manage people in the business?	74
Do you digitally connect the business?	75
Do you automate critical business processes? Paperless?	76
Do you ensure your ICT systems are rich in Business Intelligence? Artificial Intelligence?	76
Do you ensure simplicity in the business? Black boxed, simplified, automated, outcomes focused solutions?	78
Do you deliver stable ICT systems?	79
Do you have legacy systems operating?	80
Do you have a separate ICT mirror backup site? Data recovery?	81
Do you design 'Technocratic Governance' intelligence/rules into the ICT systems?	82
Do you have an idea of the internet? What it can do and where it is taking us?	84

Future Leadership: Energy 92

Can we define leadership?	94
Where do you fit as a leader?	98
Profile of Successful Future Leaders!	102
Contextual!	102
Solidarity!	103
Search for meaning	103
Fun!	104
Individual	105
Share success!	106
Participation!	106
Freedom!	107

Future Management: Outcomes 110

Traditional Management	112
Can we improve on Traditional Management?	114

Profile of Successful Future Managers!	115
Motivating People	116
Coordinating Skill and Talent	117
Task-Focusing the Energy in the Business	117
Acting as the Voice of the Business	118
Balancing Fun and Work	118
Coaching, Teaching, Helping and Supporting	119
Four Critical Skills of Future Managers	119
1. Team Individuals	119
2. Manage People Issues	120
3. Excellent Communicators	120
4. Best Translators of Concept into Practice and Vice Versa	121
Future Management and Organisational Structure	122
1. Fishnet Principle	123
2. Meet and Move	124

3. The Modern Military: Robbers Plan	124
4. Hub and Spoke	125
5. No Structure, No Management	126
Future Risk: Dangers to be aware of.... Pre-empt. Prepare. Prevent.	128
1. Global Supply and Demand	131
2. Destructive Technology	132
3. One-Click-Away	133
4. Loss of Intellectuals	133
5. Global Catastrophes	134
6. Legislation	135
7. Transparency Risk	135
8. Power Shift	136
9. Changing Industries	137
10. Changing Customers	139

PART 3**Sophisticated Business for Success 142**

Power to the customer and the employee	144
No Clay: Goodbye to middle management	145
The Quick Business – Speed and obsession	148
From 1 size 4 all, 2 Precision Business	149
The Transparent Business – thriving off facts	151
The Disposable Business - Permanency an illusion	153
Focus, Focus, Focus: - the Specialized Business	153
The Differentiated Business: it makes all the difference	155
The Virtual Business – compete anywhere, anytime, against anyone	155
The ICT (Information Communication Technology) enabled business	156

Conclusion 158**Introduction**

The game has changed in business and it has brought with it new rules as well as a new playing field. Too few companies truly deserve to be in business and many walk the thin line of collapse by being slow, ineffective, mired in internal power-struggles and political games at the expense of the customer and proper service. This book takes the readers' mind on a journey so that together we can see that it will be impossible to stay in business and survive the next two decades unless we understand future sophisticated companies: their game, their rules and how they play business.

Old minded companies will find it very to difficult to compete against these sophisticated future competitors. As old minded companies lose their old customer base due to age, economic inactivity, changing expectations and other reasons, they will find it increasingly difficult to attract and acquire new

customers because of their different 'expectations' – unless – of course these companies manage to aggressively re-invent their practices

This book consists of three parts.

Part One

gives an abbreviated overview of those characteristics that will make it difficult to compete against the successful future enterprise.

Part Two

is a more in-depth discussion of some key aspects of future business.

Part Three

provides a concise overview of the characteristics of sophisticated future companies.

There are "**No Move**" and "**Next Move**" sections throughout the book.

"**No Move**": Presents a list of current and common practices that future sophisticated organisations discard in favour of a stronger "**Next Move**".

"**Next Move**": Presents a list of practices pioneered and championed by successful organizations. These are often in direct contrast to the "**No Move**" list.

Don't read this book, fight with it,
work it through your mind and decide!

PART 1

Current Reality:
Companies in Collapse Mode!



No Move
Top holds the power
Top down management structured around hierarchy
Slow – tomorrow is another day
One size fits all
Old, traditional thinking
Sameness
We don't like technology
Innovation? – In our industry?
Human Resource Management – let's administer them to death
Hiding – we will get away with it.

Companies must become smarter!
Especially those who've been in business for many years

A Shift in Power

Power no longer only resides with senior management, or with companies who decide for customers and/or employees on what needs to be done and how.

Power has suddenly shifted to the employee, the customer, the student and in a broader sense the child, women and those who vote. We experience a shift in power, moving to those who were previously seen as having no power. This can be seen in new legislation, court rulings, public sentiment, consumer action and the rise of new, fiercely competitive organisations. Many managers choose not to see it until their organisations suddenly collapse on them.

Hierarchy of Power

The traditional pyramid style of command and control with thick layers of middle management is not conducive to efficient, fast moving and cost-effective business.

Companies with a thick layer of middle management are trapped in power struggles, become incapable of quick decision-making and present many management inconsistencies. They destroy their credibility with staff and customers alike.

Sophisticated companies find innovative ways to overcome the hierarchy challenge. They work with purpose towards preventing hierarchy from happening. The key factors towards this reality are transparency, participative management and a strategy where people don't report to people but they all serve the task.

Slow Drown!

Slow, paper-driven, bureaucracies, with slow decision-making capabilities cannot compete in a world of real-time solutions and customers expecting immediacy. If a business can't decide and implement change over short periods of time, the window of opportunities are lost! If a business cannot design fast, slick, integrated and automated business processes; competitiveness is lost!

One size fits all!

“You can buy any colour as long as it’s black”.

For the future: Unacceptable!

One size fits all! An “eat what’s on the menu or leave” business mentality will only result in more customers leaving. Custom products and services and the ability to design and deliver them have become a critical business capability.

Old Minds

This is the biggest danger, being old in your thinking. Not being capable of seeing change or experiencing it as fantastic. Not being in touch with new developments and technologies. Not allowing young radicals to co-determine the future of the business. The greatest danger of an old mindset is the resistance to new ways, products and technologies. Old minds will be one of the biggest single contributors to business failure going forward. Our challenge as business professionals is to intelligently use whatever resources we can to update our minds and thinking.

Sameness

Ever thought why the customer should do business with you if the opposition can supply exactly the same at possibly a better price? Or the customer can buy it via the Internet from anywhere, anytime at a much better price! Staying with products and services that belong to the past will only secure a company’s end. Future people are obsessed with being different. They want products and services by which they can be perceived as being different. Providing the same as everyone else is not good enough for success or even survival.

Stagnation

“There is no innovation in our industry”.

Please get real! *We are in the midst of one of the biggest innovation revolutions in the history of humankind.* Every industry is being changed through innovation. Staying with old practices and old products and services is already and will increasingly be one of the most frequent reasons for companies failing in business when competing against the new market leaders and radical new market entrants.

People Administration

If the Human Resource Management division of a business does the following: write policies and administer leave, pension funds, salaries, transfers, appointments, resignations, headcount, medical aid benefits, disputes, labour union relationships, job descriptions and training - then please consider closing the division - immediately! Yes - if these functions consume the energy of the Human Resource Department, they add very little value to the business and should be outsourced!

Hiding Something?

Companies trying to hide something about the business should reconsider. We live in the era called the “Enron Syndrome” and anything that’s been kept away from a transparent information file will be questioned. Sooner or later somebody will find the facts – that day will most likely cause more damage to that business than the possible damage resulting from an open and transparent

approach. Hiding things from the public, newspapers, customers and especially employees is dangerous. Our world has become so transparent that these graveyards increasingly become the spectral ghosts haunting the credibility and ongoing success of business today. Whatever you do – don’t hide. It may just be the end of your business.

Transparency Rules!
In summary: The Game Has Changed

Next Move

Customers, students, employees hold the power

Flat, fast, empowerment based structures

Fast, slick – outcomes now!

Exactly for you – the customer

Young radicals

Difference

Technology capability drives change

Innovation an obsession!

**People Energy Management –
let's free the talent to fly the business**

Transparent: No Hiding

PART 2

Future Customers, Customer Service
and Service Expectations.



No Move

Be different! – No, r u mad? A phone is a phone is a phone ...

A customer is a customer is a customer ...

We – the company, service you – the customer

This is more or less how the product or service should be

**What the business promises and what happens are
two different things**

**Business sells a product or service –
not the outcome enabled by the purchase**

Contracts with small print and complex legal terms

Limited and/or unaligned channels of interaction

Customer queries = Forms, forms and more forms

Marketing + Sales + Service = !%#\$!!

**Future Customers, Customer Service and
Service Expectations.**

What Business are you in? ...

**“If you don’t have a customer, you don’t have a business.
Yes! Your customer is your business! Being successful with
your customers is the best investment possible towards the
success of your business and the sustainable growth
potential of your company”.**

... the customer satisfaction business!!

**The cost of poor customer service is beyond calculation! ...
what a pity!**

Unfortunately there is no sound scientific calculator for determining the financial impact of poor customer service on the bottom line of a business – for many companies a blessing, as the results may be shocking! There are however good indicators. The following indicators were found from the research done by Pieter de Villiers Consulting over a long period of time across many industries:

No business should ever receive queries/requests from customers representing more than 1% of the total customer base per day. Keep in mind that a customer according to this definition is anybody or any entity with whom a company does business.

If the number of queries/requests received per day exceeds 2% of the total customer base, it is an indication of serious problems in the way the business interacts with its customers. (Advice: the number of queries/requests from customers should include all calls, e-mails and faxes received as well as the queries and requests handled by the walk-in face-to-face customer service touch points).

If the percentage of queries to customer base exceeds 3% per day, a business is in a space where up to 30% of its customers might experience the business as poor in terms of service and business credibility. If the queries as a percentage of the customer base exceed 5% per day, the relevant company is very lucky if it's still in business. In fact, they don't deserve to be in business.

95% - minimum of all queries and requests from customers should be fully resolved on-line, first time, every-time. (Either while the customer is on the phone or within one hour from receiving the query or request with feedback to the customer). 99% must be resolved within 24 hours.

A last critical calculator: The return of products or cancellation of services or purchases by customers within the first three months of the deal should never exceed 0.5% of total sales. Let's repeat: In any cycle of three months the cancellations should never exceed five out of 1,000 sales!

Unfortunately many companies do not see this. Their customers are mere numbers, and they treat them as numbers. Customers are only seen as a source

of income to explore and exploit. Customers are referred to as frustrations, demanding and unreasonable in their expectations. Business is often determined to make the customer sign the contract but not at all determined to fulfill what they have promised. The pre-sale vocabulary and post sale vocabulary are not at all the same.

A tip to the CEO/MD

Don't invest too much and too easily into the credibility and value of customer satisfaction surveys! Be very careful, some of these are sometimes more deceiving than anything else.

Granted, some are very valuable but they must be done in a specific way!

(This publication is just too thin to explain! Sorry guys!).

Customer service is a matter of business culture, focus and business principle. It must come from the top...and the bottom...and from inside the business.

Pre-sales talk:

“Our service is absolutely outstanding, we scored 95% during a recent customer satisfaction survey...you won’t get better.”

“If anything goes wrong, we don’t argue, we will replace immediately...no problem!”

“If you have any query, just phone our call centre. They will sort it out immediately.”

Post-sales talk:

“Well sir, you can’t expect us to deliver exactly as the sales guys promised.... we have lots of deliveries to do every day and we only have one delivery vehicle...we will not be able to deliver this week, not even talking about delivering today.”

“We will have to send it in for repairs to assess if the problem is not a result of product abuse. It will take three to four weeks. We will let you know. I can’t

promise you more than that.”

“I’m sorry to keep you holding for so long, our systems are currently off-line, can you phone again later?”

Do you want to hear this? Nobody does!

Profile and Expectations of the New Customer

What makes your product and business special?

Why should customers buy from a specific business? Is it not true that a phone is a phone is a phone and a laptop is a laptop is a laptop? What differentiates your products/services from the rest? In all industries going forward, one of the most critical factors in becoming a market leader is to differentiate, to provide something radical, new and fresh. New customers want this!

Do you know me?...I'm your customer!

Sophisticated customer segmentation and service differentiation is imperative to identify and pro-actively provide for the needs of your customers. The ability to identify and know your customers as individuals is a critical business capability that will attract and retain the new customer who already shows extremely low levels of loyalty. You must be able to work with your customers as individuals!

Customers do not – in general – behave according to hard facts. They behave according to their experience of your business and products. This experience can only be made positive if a business takes the effort to know who their customers are and treat them with specific attention to their needs.

Do you allow me, as I'm your customer?

Allowing customers advanced levels of self-service is non-negotiable. Self-service entails enabling customers to do things on your business platform by themselves and for themselves. Defining their own medical aid benefits via the web, short term insurance against their unique needs, internet banking, booking their cars for service via the web, drawing statements and backdated accounts, seeing and printing the service record(s) of their cars, and so on. New customers are capable of doing this and they both expect and demand it.

Are you meticulous and precise in what you do?

Future companies will have to understand the game of precision business. Being meticulous and precise in every aspect of the business. From the engineering and manufacturing of products, through to deliveries, services provided, administration of customer accounts – in short – everything possible. Unless the company becomes somewhat obsessed with providing quality and perfect service as well as gathering precise information about customers and the success of their services and products, they will remain an average business.

Do you ever mislead me?

Never ever should this happen! New customers are hypersensitive to misleading business practices. Selling and promising products and services that are not a true picture of the reality are symptoms of dishonesty to new customers. If your customer expects a certain cost, make sure that what they expect and what you bill them is 100% the same. There is no place in future business for

companies advertising a misleading price under the excuse of “conditions apply”. In the minds of new customers advertising has become part of customer service and the experience of the advertised ‘promise’ has become the credibility benchmark.

How do you resolve problems?

“Any product is just as good as the quality of service it’s backed by”
(Ernst Janner).

New customers see after sales service as equally important to the quality of products. For example, if a company sells a new car to a client and the car needs to be repaired during the warranty period, they should – without question - supply the customer with a loan-car for the period of repairs. In very simple terms, a faulty product should be replaced or repaired with a substitution for uninterrupted use by the client.

There is however a counter argument: The business will have to supply so many substitution products that it will be too expensive. Good argument – unfortunately this argument is just a confession of how poor the product is!

Do you have contracts with small print and Latin legal terms that I must sign?

Unacceptable! Scrap it! Rewrite it! It's unfair and totally against all principles of transparent, honest customer service. May companies still expecting customers to sign contracts and agreements with small print, difficult legal formulations and/or latin terms lose all their customers! May countries around the globe soon pass legislation voiding any contract written in a way that the average man in the street cannot fully understand.

Can you feel what it feels like to read something the author doesn't really want you to read, like contracts we as customers always have to sign?

Can we talk with ease?

Is it easy for customers to communicate with the business - from anywhere, anytime via multiple channels of interaction?

How successful is the business in:

- Handling e-mails in an intelligent manner?
- Providing answers to customers with questions via the web?
- Talking intelligently with clients through competent consultants in the call centre?
- Providing face-to-face service without the need to wait in some queue for whatever time? Any queue is unacceptable (although customers do understand that there will sometimes be some form of a short queue. We define a short queue as a maximum 5-minute wait when dealing with face-to-face touch-points, and maximum one-minute wait in a call-centre queue!).

Automate all processes, train and empower front-end employees and drive an active program to reduce queries from customers to be less than 1% per day of the total customer base!

We hate forms!

Companies seem to think that problems are solved by creating paper based forms and filling in detail they already have about the customer. Once the forms are completed they send it to the back-office where it is processed or evaluated. The only benefit in this is that when the customer does not get any reply, the staff can at least say that the form was misplaced and they have to fill out a new one. This is a serious symptom of business incompetence. The paperless world is here, it works and companies must automate!

Do you integrate?

In many companies, the message from marketing, the language used by sales staff and the service provided by the call centre often do not match and in worst-case scenarios, do not even vaguely resemble each other. It might happen that marketing and sales will launch a new product, or IT will change something on the system without telling customers or the call centre. The customer

subsequently experiences a business where the people are either not in agreement with or aware of how things should be done or what service conditions must be met. They experience a disjointed business. Companies must have one coordinated message to the customer, everybody must sing in the same choir from the same hymn-sheet.

Ever thought of....

Customer: *“Good morning, I bought this TV ten days ago. Last night as I watched the news it just collapsed. Dead. What now?”*

Customer Service Representative: *“No problem sir, let me take your details, we will send it in for repairs and phone you immediately when we have it back?”*

“How long does it take?”

“About three weeks. It must go back to the agents, they are the only people licensed to repair TV sets that are still under guarantee.”

“So, what you’re saying is that for the next three weeks you will have my money and my TV?”

“Well sir, that’s the way we do things...”

“But that’s unacceptable. You should either replace the TV or give me a similar loan-set, or you must give me my money back.”

“That’s not how it works with us sir. We don’t refund customers and we don’t replace products, we send them to be repaired. That’s the best we can do”.

May customers refuse to accept this level of service. It is totally unacceptable!!

In summary: New customers expect and demand top-notch products and services.

Next Move

We provide products and services that are experienced as different, radical, new

Each customer is an individual and we treat you as such!

I – the customer – service myself: customer empowerment

This is precisely how the customer wants and needs our products and services

The business delivers what is promised – precisely! Period

Business looks beyond the product or service to the customer's need

Simple, clear and easily understood contracts, font size 10!

Easy to communicate across multiple, integrated channels

No forms: 95% of queries resolved online, first time, every time

Marketing, Sales, Service Aligned = Harmony

Positive People Energy Management

No Move
Human Resource Management
Human Resource Administrators
Recruit against today's business needs
Manage hours in office, bums in seats
Company structured salaries and benefits
Ra Ra and team building sessions
Exclude employees
Vague performance criteria
Success shared with some; failure hidden
Employees are.... just employees

Future HR: Positive People Energy Management

What enables your business? ...

“If your business does not have energy, you have a “dead” business. Yes! Your people are the energy of your business! Being successful with your people is a critical enabler of the success and future growth of an organisation”.

... the energy of your people!!

The cost of poor people energy management is beyond calculation!

... what a pity!

People are potentially extremely valuable assets. They are also potentially huge liabilities that can destroy a business. You can have everything, tables, chairs, computer equipment, beautiful buildings, boardrooms and customers, but if you don't have motivated and energized people running the business, you don't have a strong business. People are the fuel, gears, nuts and bolts that make the business machine run and 'energize' the business for success.

People are also very expensive. The salary bill is most probably your company's single biggest expense! To be successful in the future world of business, it will be critical to ensure that you have the right people on board – people that can take the business to the next level of success. The challenge for HR is to find these 'right people', to motivate them for building the success of the business and to ensure they are rewarded appropriately for doing so.

A tip to the CEO/MD

Don't invest too much and too easily into an in-house HR administration capability supporting recruitment and selection, performance management, training and development, succession planning, work analysis and job design.

Although these functions are necessary, be very circumspect about seeing them as part of your core business and success. Outsource before you waste valuable people energy on issues that do not build business success.

(This publication is just too thin to explain fully! Sorry guys!).

It's a matter of engaging with people in an energy creating way, recruiting individuals against the future needs of the business, freeing them to create that future and rewarding them appropriately. Energy must be the prime focus when it comes to people.

Old HR Concept: Human Resources Management and NOT Energy Management

HR will have to rethink what they do and who they are. Fulfilling an administrative function will no longer add value to the future business.

The old HR concepts of ...

- Recruitment and Selection
- Performance Management and Disciplinary Interventions
- Industrial Relations and Negotiations
- Administration of leave, payroll, training, medical aid, pension fund, new appointments, resignations and other ...

do not build the energy of people or focus them on creating the success of an organisation. These activities invariably consume valuable management time and focus. Rather outsource!

... Don't defocus the business unnecessarily!

Human Resources Management Talk

"We have processed 100 curriculum vitae's, interviewed 40 candidates, and short listed 9 for the job. We have booked 9 hours of interview time into your diary."

"Have you completed all your performance appraisals? Remember the deadline is this Thursday. Oh, yes – don't forget the team building break-away we have planned."

Human Energy Management Talk

"We have completed a profile of the 'talent' and 'skills' we require against the future view of the business. We don't have the right talent and skills currently in place, but we have outsourced the requirements to specialists. They have sent us a list of promising candidates."

“Our recent energy audit of your division shows a marked improvement. Your bottom line results for the month are also up. Congratulations – the new ways of contracting and engaging with people are delivering results. The bottom-line success of the business shows it.”

The Human Energy (HE) function of the successful future business will spend all their time and energy on positively managing the people energy against a clear future success profile of the business. Current HR functions will have to dedicate themselves to transforming from HR to HE management.

From Human Resource Management to
Human Energy Management:
the HE department

From HR to HE: Human Energy to Drive Business Success

Success lies in our ability to recruit people against the future requirements of the business today! Their energy will pull the business into the future.

Sophisticated HE teams invest their time, energy and resources into:

1. Understanding the future success requirements of the business in terms of:
 - The Brand Image ... because people are brand carriers.
 - The Marketing Message ... because people give that message meaning, substance and life.
 - The Customer Profile ... because our people are customers as well and they provide the customer with the same 'experience' that they have of the business as employees.
 - Business Strategy – where and how ... because people create and operationalise these strategies.
 - The future of the business ... because people drive innovation and

- come up with amazing ideas in making this future real.
- The workplace of the future ... because people must work within this environment and they deliberately (consciously or unconsciously) create it.
2. Translating these requirements into a detailed people profile: that is the skills, attitudes and mindsets required for success. Call it a 'talent map'.
 3. Sourcing the talent in order to facilitate the design of a business and the creation of a business culture that can retain and maximize their value. We define 'business culture' as the collective mind, the shared value system as well as the feel and vibe in the business.
 4. Focusing on people energy levels in delivering against the identified future success requirements.

A tip to the CEO/MD

The culture of a business is a very difficult aspect to change.

It has to do with the leadership profile of the company.

Very few business leaders are consciously aware of the kind of culture they create. If you are going to embark on a culture change, we recommend that specialists help your company to redevelop the culture. Start by doing a culture audit in order to see what the important aspects of the culture are as experienced by the people in the business.

A word of caution, if culture audits are not conducted in a sensitive, mature and above all, transparent manner, they should rather not be done.

Sorry readers! This publication is just too thin to include a more detailed explanation.

The Next Move

What will deliver success for the business in future, in terms of?

- **Strategic Direction?**
- **Customer Segment Needs?**
- **Industry Innovation?**
- **Technological Advances / Capability?**
- **Competitor Moves?**

Who do we need for this?

- **How do we match our people with the future of the business?**
- **Who currently in the business will be able to actively build the future profile of the business?**
- **What critical skills, mindsets and thinking do we need in people for the future of this business?**

Where do we find these people?

- **What leadership do we require to attract these people to the organisation?**
- **What brand does the business need in order to be attractive to these people?**
- **What should the workplace experience be like in order for these people to want to work with us?**
- **What opportunities should be offered to new employees?**
- **How should the business contract new employees to ensure meaning and their experience of success?**

How do we maximize them?

How do we retain them?

If need be, how do we get rid of them?

A note on branding ... and people...

**PEOPLE BRAND BUSINESS,
BUSINESS BRANDS PEOPLE:**

Sophisticated organisations brand their business with their people ...
and brand their people with their business!

**CUSTOMERS BUY PEOPLE BEFORE PRODUCT –
MORE OFTEN THAN NOT**

The customer takes home your product and an experience of your people.

By recruiting the right people, their passion and energy naturally makes them active brand carriers.

Remember, sophisticated customers seldom buy the product; they more often buy the person who sells it!

Profile of the New HR (Human Energy Management)

Energy comes, in part, from people having fun, experiencing meaning, feeling like winners in life and, above all, feeling free. The HE function (HR of the future) will have to harness these elements in creative ways to build energy clusters in the organization. In order to create and facilitate sustainable positive people energy, managers and leaders alike, need to know how to engage and contract with people such that they experience an acceptable degree of freedom at work! Here are some basic pointers (by no means exhaustive).

Do you manage outcomes or hours in the office?

Contracting people for bums in seats or hours spent in the office is unacceptable! It is poor business practice and indicates a serious inability by the business to translate its intended strategy into meaningful outcomes throughout the business and all job types – from CEO to the floor sweeper. Contracting people against the precise outcomes required for success is non negotiable for sophisticated

organisations. They ensure that the performance contracts clearly stipulate and measure the essential outcomes required for their business success. They focus on measuring, managing and rewarding these outcomes and not hours contracted.

Do you allow people to choose their own benefits or must they be part of designated structures?

Future people want to do things themselves, they want to decide for themselves! In this way, they experience freedom. This refers to things like medical aid, pension funds, bank accounts and other investment vehicles. Organisations that force their people into company structures backed by rigid policies destroy people energy. On top of that, they invariably waste valuable resources in administering these structures. Remunerate people on a cost to company basis and allow them to decide what's best for them according to their own world.

Do you have an ongoing, well-managed, fair and transparent motivation programme in place for ALL?

Companies seem to think that having occasional ra- ra breakaways and team building sessions constitutes a motivational programme. When people come back, they must now be energized and committed to work. It seldom works this way. This can even be a symptom of a problem. Why do you need team building sessions? Is it because the working conditions are destroying the team dynamics and motivation of people?

Work must be fun – every day! People must feel valued and special – all the time. They must see and feel that the company appreciates them and invests in them. Ensure that you have an ongoing employee motivation programme in place. It must not be based exclusively around financial rewards. Actively recognizing the daily contributions made by employees should play a large role. A lot of small things can be done to reward, recognize and incentivise people. Successful companies consistently pay attention to their people and proactively

demonstrate sensitivity towards the things they get right. It is amazing to see how this frees the energy and innovation within people.

Prevent an ‘us’ and ‘them’ scenario within the business at all costs. It creates one of the biggest excuses for inaction and apathy:

Sound familiar? ...

... “The ‘gods’ will not approve.”

... “The Kremlin will decide.”

... “What do us mere mortals know?”

... “The White House knows everything.”

Do you ‘include’ or ‘exclude’ employees?

Wherever practically possible, include staff on all levels of participation: EXCO sessions, management, projects and other meetings. Empower people by vesting the authority in the hands of the person closest to the problem that needs to be solved. Delegate responsibility and accountability. Allow people to make mistakes and to

learn from them, but stay close to them. The more you include and empower people working directly with detailed activities that solve problems and deliver practical outcomes, the greater the level of proactive energy the employees will experience.

Do your people know exactly what is expected of them or is it a little vague?

People not knowing exactly what is expected of them indicates a serious inability by the business to implement and execute effective performance management contracts. It constitutes unacceptable business practice and should never happen! People can only perform and work towards a positive result if they know exactly what is expected of them. They can only manage themselves if they are clear about what is expected of them and if they feel that it is a fair and achievable expectation. Any sustained confusion amongst people contributes to energy loss and a sense of insecurity and fear.

Do you celebrate success as well as failure – with ALL?

Success is experienced as an emotion, it is experienced through feeling like a winner. Energy rich organisations have a wonderful ability to share this feeling of being winners with their people. They also have amazing ways of turning failures into a feeling of winning. The sharing and celebration of business successes as well as business failures, in an open and transparent way, makes people feel part of the business. It builds passion, enthusiasm and a commitment to the cause. Within these environments, people invariably are sufficiently energized to go the extra mile. It also ensures that everyone knows where the business does well and where the business is exposed. Success generates more success and by celebrating business success, people are motivated to do even better next time. By turning failure into a feeling of winning; people learn that it is okay to try something new or different – as long as there is learning.

What did Thomas Edison discover?

That there are thousands of ways how NOT to make a light bulb.

Do you treat people as individuals or is an employee an employee ... just an employee?

Each employee is unique and we need to ensure that we treat each person as an individual. Never adopt the one-brush paints all approach. Always treat people as individuals with dignity and respect. Remember that every person brings different talents and skills and as a bigger team we can leverage off each other's skills in a very efficient and constructive manner.

The question is whether companies know their employees as individuals. All research shows a lack of information in business with regards to the individual uniqueness of their people.

In summary: From HR to HE (Human Energy Management)

Next Move
Human Energy Management
Future Business Success Facilitators
Recruit against the 'talent map' (future skills requirement) of the business
Contract all staff against outcomes required for business success
Cost to Company: Freedom to choose own structure
Ongoing motivation programme for ALL
Include Employees
Precise, clear performance criteria
Success and failure celebrated and shared with all
Employees as Individuals

Information Communication Technology
and Business!

No Move
IT Enabled Business
People managing people
Disconnected, standalone business
Manual, paper based business
Dumb, serial processing based IT systems
Complex
Unstable IT
Legacy – limited integration
Limited to NO backup: delayed data recovery
Governance as a function within the business
Internet = Limited Value and mostly Hype
Physical Interaction
Traditional ‘Economy’ Participants Only
Business creates products & services for customers
We build our IT systems
Ugly Screens
Old Hardware
Old Programming Languages
Own Programmers

Future IT: Information Communication Technology

What does technology mean to you?

“If you don’t use technology to unite disparate parts of your business in intelligent ways, you don’t have an integrated, connected, information rich business. Yes! Your technology is your information communication nervous system. Hence the shift from IT to ICT: ‘Information Communication Technology’. Using technology to digitally and intelligently connect your business internally and externally with all stakeholders is the best possible investment towards building the capability to operate a precise, sophisticated, efficient, fast and simple business”.

... an ICT enabled business!!”

The opportunities and productivity lost due to an under-utilization of ICT in the business is beyond calculation! ... what a pity

Unfortunately we can never know or fully determine the total opportunity cost a poorly developed ICT capability has on the performance of the business. Once companies understand the full potential they are shocked by the awesome opportunities being missed. The following, researched indicators are some key pointers towards the effective creation and use of an ICT system within the business.

No business should ever have unnecessary paper based or manual hand-offs from one stakeholder to the next. A minimum of 80% of all routine business processes should be paperless and based on intelligent computer systems.



A tip to the CEO/MD

**Don't invest too easily in standalone legacy ICT solutions.
The total cost of ownership is likely to be very expensive.
We are living in an increasingly digitally connected world.
The cost of getting your system to talk to the world will be
exorbitant and for your account alone as software vendors
strongly resist integrating your legacy ICT solutions into theirs.**

***ICT success is a matter of integration, ease of access, and focus
on end results. ICT must enable precision, transparency,
empowerment, speed and simplicity.
(Sorry – this publication is just too thin to explain!)***

If less than 80% of routine business processes are automated, it indicates serious problems in the way information is facilitated through the business as well as the way in which stakeholders/divisions interact with one another. (Advice: routine business processes should include critical CRM activities, accounting, warehousing, sales, performance setting and management, customer service interventions and stakeholder query resolutions amongst others).

By the year 2008, sophisticated companies will be more than 90% automated. Falling behind in this will soon prove costly.

A last critical indicator: If you believe that more than 20% of what you do cannot be automated it is an indication that your business is too complex. Rethink and simplify your business before someone else does it on your behalf. Get outside help if you have to.

Unfortunately, many companies do not see the risks and total cost of ownership issues inherent in legacy systems. The view held is that no

professionally developed software solution meets the business' exact needs as it is currently designed – hence the business either opts for an incredibly expensive customization of off the shelf software; or they build their own IT solutions. Businesses are too determined to adapt IT to the business but not at all determined to redesign a business around integrated standards based ICT platforms. Consequently, IT seldom delivers radical improvements in terms of business effectiveness, simplicity, precision, transparency and speed with significant levels of customer empowerment. IT Administrators focus on many things, but seldom on the end-to-end integration and automation of their ICT systems. ICT champions make sure they deliver stable platforms running integrated accessible solutions characterized by stakeholder empowerment, simplicity and speed (amongst others).

IT talk:

“Our IT is absolutely amazing, we process millions of transactions every day and we have the capacity to process millions more”.

“Our systems are up and available 99.99%, 365 by 7 by 24. Wow!”

ICT talk:

“Our intelligent ICT systems give controlled access across multiple channels to all stakeholders so that they can do business with us anytime, anywhere. They can choose when and how”.

“We don't have paper. All our critical business processes – end-to-end – are automated and integrated with front-end web solutions. We keep them as simple and thin as possible. Thus our stakeholders have both access from anywhere in the world and ease of business. That is why we are truly a 24x7 business. 24x7 is about accessibility and ease of use, not about system uptime and number of transactions processed.”

Profile and Capability of ICT in Sophisticated Business

Does technology manage people in the business?

From people managing people to technology managing people – the manner in which people are tasked, the way tasks and activities are performed, the tracking of performance and results and more. For example, a financial investment house processes claims. Their ICT system publishes all claims to be processed on a web-front end. All claims processors have real-time access to this front-end. Each claim carries a dollar value. Claims processors get to ‘grab’ these claims from the screen – so new claims appear and ‘grabbed’ claims disappear. The moment they ‘grab’ a claim, it goes into a workflow process that the system tracks. If the workflow is not completed within defined performance parameters, the claim goes to ‘red’ status and is published at the top of the claims queue. No other claim can be ‘grabbed’ before the red status claim is grabbed. A financial penalty is passed onto the claims processor who failed to

comply with the system’s driven performance criteria. This financial penalty translates into a dollar value bonus attached to the red status claim. In effect, there is a reward attached to the claim for whoever processes the claim immediately. The ICT system ranks claims processors against defined criteria. Those claims processors processing the most claims earn the most money. People don’t manage them, the ICT system does.

Do you digitally connect the business?

From a disconnected world to a fully integrated, digitally connected business. Smart businesses design their ICT platforms with all stakeholders in mind (customers, employees, business partners/suppliers ...) – enabling them to do ‘things’ by themselves and for themselves. This digital connectedness extends to all channels – web, cell phone, LAN / WAN integration, cables, wireless. The digital connectedness across all channels ensures that stakeholders have freedom to communicate and interact with the business from anywhere at anytime.

Do you automate critical business processes? Paperless?

From paper based handoffs with forms, to end-to-end integrated ICT platforms with electronic handoffs. To achieve this, efficient businesses automate more than 80% of their critical processes and more than 75% of all activities required to keep the business going. Unless business becomes somewhat obsessed with automated processes and activities they will at best remain a mediocre and unexciting business. However, it is more likely that automated opposition will take them out.

Do you ensure your ICT systems are rich in Business Intelligence? Artificial Intelligence?

From dumb, standalone systems run by intelligent people, to integrated, intelligent ICT systems with digital, context rich help features empowering stakeholder interaction. Digital or artificial business intelligence is critical for future success. Instead of people with process intelligence and forms to be filled

in and processed, future companies develop intelligent forms and artificial computer intelligence to reduce the business' dependency on human intelligence and action.

**A future of simple business.
Take the brains out of it, dump red tape,
get to the outcome the quickest way possible –
cut any corners that make sense.**

This increases efficiencies, and reduces risk on all levels of governance and business contingency in terms of possible human catastrophe, or human capital losses. The business must migrate process and procedure intelligence to ICT systems with (if possible) nothing documented on paper.

Do you ensure simplicity in the business? Black boxed, simplified, automated, outcomes focused solutions?

From isolated, disparate functions, to single, puzzle-like integrated solutions enabling critical outcomes in the business. The Google website is an excellent example of this. Efficient businesses fully understand their business and ICT's function within this. They recognize the imperative is to put the pieces of the puzzle together until the FULL picture is clear: to visualize the end-to-end processes in one slide. They think, think again and then rethink until a single view of the business is in place. They then simplify the business to one line:

"We put ink on paper" - Printing

"We sell intelligence" - Consulting

"We connect people" - Telecommunications (NOKIA)

They then find the quickest, shortest way to deliver the one line, cutting all duplication, staying only with the necessities and applying the rule of immediacy: "What is the minimum that must be done to deliver outcome

X - now". Finally, these efficient, clever businesses remove all the intelligence by automating everything; they drive automation, implement / write a programme, build black box solutions, find a formula that works and make it so simple that any idiot can achieve the outcome without making a mess of it.

Tip for the CEO/MD

The distinction between the 'how' of strategic intent and ICT solutions is blurring rapidly. For sophisticated, efficient organisations, they are one and the same.

Do you deliver stable ICT systems?

From semi-stable systems to 99.99% stable systems: maximum one downtime incident of any nature in a three-month period! Businesses use ICT systems to drive simplicity, speed and automation. The downside of this is that business becomes increasingly dependent on the ICT system. Hence system availability

becomes more and more critical – to the point where system downtimes may just destroy businesses. Some companies lose between tens and hundreds of millions of dollars for every system downtime incident. Advice: critical systems within the business should NOT have a failure incidence rate greater than 1 incident for every three-months. Rethink and invest in the ICT platform if your business experiences greater than 1 failure in every three months.

Do you have legacy systems operating?

From standalone or difficult to integrate legacy systems, to globally recognized professional certified (e.g. ITIL standards) and integrated systems. Unless your business is about professional, standards based software development, plan to get off legacy based software solutions as soon as possible. The sophisticated software solution houses will increasingly resist efforts to integrate legacy solutions with industry standard solutions unless it carries an incredible integration price tag that just may destroy the business. Companies simply

cannot afford to spend valuable time, money and resources on trying to customise software that ultimately cannot compete with specialised software programmes designed by the real leaders in the field.

Do you have a separate ICT mirror backup site? Data recovery?

From delayed / limited or no systems / data recovery to immediate recovery of full data and full systems if the original data source / systems are destroyed for whatever reason (terrorist attack, virus attack, internal sabotage, hardware collapse and so on). New customers and stakeholders increasingly demand extremely accurate, precise and immediate interactions from business. If they have previously interacted with the business in any way, they expect the business to know this immediately and completely and they expect this information to be a part of the conversation. Further, if at all possible, sophisticated customers want to help themselves. And what these customers believe is possible in self-help capabilities, often stretches a business beyond

imagination. These interactions require access to accurate data and immediate capability – all the time. The costs of not having immediate access to this data cannot be readily calculated, but we know that it could be at the expense of business success. Therefore, business cannot afford to have the systems and data unavailable or inaccessible for any lengthy period of time. Hence, strong businesses, in recognizing the risks, manage their exposure to the loss of systems and data through separate ICT mirror backup sites that are immediately available should anything disastrous happen.

Do you design ‘Technocratic Governance’ intelligence / rules into the ICT systems?

From ‘governance’ as a separate business function to systems integrated, real-time executed governance intelligence / rules.

YEAR 2011
**24 x 7 Broadband Internet Access a
Basic Human Right**

Governance is the way in which a business is controlled so that it ensures honest business whilst also preventing all kinds of bad business management. 'Technocratic Governance' refers to the intelligent integration and automation of these controls into the ICT enabled business processes. Examples of Technocratic Governance in action include bank ATM's, intelligent shopping trolleys, Internet selling and automated buying. Each customer interaction is backed by a set of controls ('governance protocols') that ensure compliance and a lack of abuse.

Do you have an idea of the Internet? What it can do and where it is taking us?

There is a shift from some people having broadband or reasonable Internet access to broadband Internet access becoming a type of '*basic human right*'. Is your business ready for the Internet explosion? Do you realize that it is only in its infancy at present or do you believe this is something that will not happen for at least another five to ten years?

The Internet is without doubt the most powerful business tool built by man. Its impact is staggering, providing clever and sophisticated businesses with access to information and new forms of value previously unimagined. Following are 'Internet Enabled' ideas we should consider for our businesses.

The Internet can combine global data, physical activities, statistical information, behavioral data and customer purchasing value maps into one single data repository that can become the backbone of a new industry. Do you recognize that the Internet offers you a way of combining the individual views, physical and intellectual capabilities and marketing power of each of your customers into a 'new business' capability – something that the business can use to grow and innovate itself? Do you find ways to turn the power of this new capability into value for the business?

The Internet enables business to fundamentally reshape the 'economic' role of social behavior. We engage primarily in social behaviour when we for example recommend movies, products, services or interesting books to friends.

Now, leading edge search engines takes this social behaviour – our ability and desire to recommend things to others – and plugs it into its algorithms to provide us with radical search capabilities over the Internet. Off the back of this search capability, they launch a precision based, click through advertising functionality that nets them billions of dollars in revenue. Can you imagine ways to harness the social behaviour of your customers?

In the past, we needed financial capital to get people to a place where they could collaborate; and this collaboration lasted only as long as there was a **physical** interaction and a financial reward (to a certain extent). In other words, the interaction takes place on the shop floor, or at the physical premises of the business for example. The Internet with low cost personal computing has changed all of this. Businesses can now, via digital interaction channels (the Internet / Business WEB capability being primary), **sustainably** source and combine/aggregate individual customer behaviour to derive extremely rich information for segmentation purposes and precision business capabilities.

Furthermore, customers invest in digital channel interaction capability (computers, cell-phones and WEB access), which is a form of ‘customer invested capital’. Businesses, through their ongoing (virtual) interactions with customers, now not only source valuable information, they also have access to this ‘customer invested capital’ – a radical departure from anything in the past. This ‘aggregate’ customer behaviour and access to ‘collective’ customer invested capital presents a new form of economic value.

Short and simple –
we must leverage the technology investments
our customers have made.

A leading edge search engine does it by surfing the collective judgments of many people – that is the number of times a particular page is accessed by different people. They use this ‘collective judgment’ as an indicator of the

'meaningfulness' and / or 'relevance' of the site in relation to a particular search. Ultimately it affects the order in which search results are presented.

Individual's choices count.

Certain online, multiplayer gaming environments do it by getting their players to design the majority (up to 99%) of the objects used in the game.

Individual's creativity and game time contribute to something greater.

Skype has done it through capturing untapped capacity in the economy – *the extra connectivity capacity within our computers. These individual investments into connectivity are combined to create a global voice-over-IP network.* Individual's spare capacity contributes to creating a global phenomenon.

Skype has seen this. They essentially allow us all to share our PC's capacity to produce more connectivity than what we use. Skype's millions of online users individually contribute physical resources to create a global voice-over-IP network that provides us with global connectivity. Skype is no less

capital intensive than any other global voice-over-IP network, it's just financed via user-capitalised networks (or customer invested capital). In other words, via the combined individual investments each of us makes into PC's and Internet connectivity. Can you think of clever ways of deriving new information and creating new business models from being able to aggregate customer behaviour and have access to their invested capital?

Do you use the Internet channel and interactive conversation capability to get customers to design / innovate new products and services?

More and more companies are starting to understand and appreciate that, if they can get customers to help them design and create products, they end up with 'ready-made' customers. That is customers who are so committed to the product they become viral word of mouth marketing agents for the company. This results in substantially reduced business risk when creating new goods and markets. But sophisticated businesses don't stop there. They obsess about

talking to and interacting with their customers to such an extent that they literally produce or create what the customers tell them to create. These conversations are used to improve and innovate everything in the business – such as research and development, hiring, production and marketing, amongst others.

A thought: If the business can tap into a million minds simultaneously, then maybe, just maybe one will be discovered that is uniquely prepared.

Business must use the Internet to find value adding and creative ways to promote interaction with key stakeholders outside of the ‘traditional’ boundaries of business.

In summary: From IT to ICT
(Information Communication Technology)

Next Move
ICT Enabled Business
Technology managing people
Digitally connected and integrated business
Automated, electronic and paperless business
Smart, Artificial Intelligence (AI) based systems
Simple, black-box solutions
99.99% Stable ICT
Professional, integrated, standards based solutions
Mirrored, offsite ICT backup: Real-time data recovery
‘Technocratic Governance’ – integrated into ICT solutions
Broadband Internet Access a Basic Human Right
Virtual Interaction
New ‘Economy’ Value Creators
Customers co-creators of products, services & value

Future leadership

No Move
A future for the business and shareholders
Beliefs and intellect
Blame and/or explain failures
I am apart from you and so it must remain
I give people economic reward
We don't pay people to have fun, we pay them to work
Work and personal life must be separate
The top celebrates success
The top makes the decisions, our people action these decisions
While at work you work. No personal activities and no work while on holiday. We contract your time.

Future Leadership: Energy

Can we define leadership?

What is leadership in business? ...

“If you don’t have leadership, you are unlikely to have a business offering a better future for all. Yes! Leaders drive a business towards a better future! Successfully identifying future leaders is the best investment possible towards the creation of a better, brighter future for your business”.

... Leaders in pursuit of a better future for all!

Good is the enemy of being the best!

Future leaders understand this very well ...

Pity any business that does not have future leaders!

There are many definitions for the word “leadership”. What does leadership really mean? Amongst all the definitions that exist for leadership, one stands out and provides a framework for the thinking about future leadership.

Sgarathres Gulmert defines a leader as the person who transforms a current reality into a better one for all. That individual who doesn’t settle for good and who always believes that things can be done better. Someone who drives change and moves people out of their comfort zones. A true leader has an obsession to change the world into a better one for all; the one who is willing to die for this noble cause. They are individuals who tend to be positively frustrated with the current reality. Their frustration stems from a strong belief that things can be much better for all, and this frustration drives them towards seeking a better world for all.

Leadership: The old game	Leadership: The new game
Hierarchical, pyramid structure	Flat structure
Top people hold the power	The workforce, grass roots people force their power
Leaders to decide	All to decide
Leaders want to force their will on behalf of others	Leaders disempower themselves

Future Leadership: Characterized by a future of ...

- The collapse of the traditional centralized power.
- The powerful voice of the coalface, grassroots, staff, people, customers, the voting public and the employees.
- The reality of participative and inclusive leadership.
- The disempowered leader.
- The leader who facilitates people and collective energy!

Following is a comparison of three leadership styles:

- **Old leaders:** Those who are stuck in the way things were done long ago. They build their leadership profile off a belief paradigm ... “I lead in this way because I believe ...”
- **Current leaders:** Rational, correct and scientific people. They build their leadership profile off an intellectual and scientific base ... “I lead in this way because it makes logical sense ...”
- **Future leaders:** Upcoming new minds. A totally new breed of leaders ... “I lead in this way because it feels emotionally right ...”

The table on the pages following profiles old leaders, current leaders and future leaders against ten critical questions.

Where do you fit as a leader?

?	Old leaders	Current leaders	Future leaders
1. Who decides?	<ul style="list-style-type: none"> • They will tell you what is right and wrong. • They make the rules! • The business exists for them! 	<ul style="list-style-type: none"> • They do research – it would shed light on the decision they need to make. • They try and see where they can learn from experience? 	<ul style="list-style-type: none"> • They focus on what their people want. • They firstly talk to their team. • They don't make the call; they allow the team to decide.
2. How do we govern?	<ul style="list-style-type: none"> • Command and control is their game! • They make the rules! • They are the rule! 	<ul style="list-style-type: none"> • Plan and organize is the game! • Once they have the facts they make the rules – they believe in being responsible. 	<ul style="list-style-type: none"> • They focus on having great fun whilst also delivering the results. How they get to the results is not at all important. • They want to be different and break the rules!
3. What if something goes wrong?	<ul style="list-style-type: none"> • If things go wrong they blame. 	<ul style="list-style-type: none"> • If things go wrong they explain. 	<ul style="list-style-type: none"> • If things go wrong they fix it and if they can't ... they walk away.
4. How does the 'them' and 'us' scenario work?	<ul style="list-style-type: none"> • They confront people. • They always make subordinates uncomfortable. 	<ul style="list-style-type: none"> • They correct people. • They always want to tell / teach their subordinates how to do things. 	<ul style="list-style-type: none"> • They connect people. • They ask: "How do we connect and work together?"

?	Old leaders	Current leaders	Future leaders
5. What about empowerment?	<ul style="list-style-type: none"> • They want you to send your request or idea to them, they will look at it and nothing will happen! 	<ul style="list-style-type: none"> • Send them the information. They will own the next step. • Convince them and show them the ROI. 	<ul style="list-style-type: none"> • If they are convinced about an idea, they just do it. They don't ask. • They empower and hand over.
6. And transparency?	<ul style="list-style-type: none"> • They tend to keep everything a secret. 	<ul style="list-style-type: none"> • They decide what will be said. 	<ul style="list-style-type: none"> • They give the facts to everyone.
7. Where do they focus?	<ul style="list-style-type: none"> • They isolate themselves. They don't associate with ordinary people, only with a selected group. 	<ul style="list-style-type: none"> • They believe that leaders shouldn't become too familiar, mix but keep the distance. 	<ul style="list-style-type: none"> • They don't see themselves as separate or better than the rest of their people.
8. What is the chain of authority?	<ul style="list-style-type: none"> • They command from the top. • They connect with their counterparts. • They hold all the power. 	<ul style="list-style-type: none"> • They associate with the ordinary people when it is important for their own image and credibility. When they need support. 	<ul style="list-style-type: none"> • They are one with their people. • They move and live with their people. • They talk the language of their people, they feel their pain.

?	Old leaders	Current leaders	Future leaders
9. Who do they serve?	<ul style="list-style-type: none"> • They believe that they are in charge. • They want people to listen to them. 	<ul style="list-style-type: none"> • They are in charge and know that the board will decide. 	<ul style="list-style-type: none"> • Nobody is in charge. They all serve the task and the successful result. • Future people want to serve the outcome and not the boss.
10. When do they leave?	<ul style="list-style-type: none"> • They overstay! They stay as long as they can! 	<ul style="list-style-type: none"> • They believe that the people need their knowledge and experience. For this reason they also stay on for too long. 	<ul style="list-style-type: none"> • They are on their way! • They leave when they are still heroes and not zeros!

Tip for the CEO/MD:

As you read the material following, you may be tempted into adopting these approaches in leading the business and people. Before you do, profile your dominant approach by selecting what you believe in answering the questions in the table preceding.

If, in your mind, you believe and feel differently to future leaders, don't go the route of adopting a new approach. You can't fake it. People will sense it immediately and you will only lose credibility. Find those within (or without) your business that fit the profile of a future leader and free them to lead.

Profile of Successful Future Leaders!

Contextual!

Future leaders work with the context or the situation and not the rule or what they have been taught. They are contextual people! Old leaders fall back to what worked in the past with a leadership style that is usually based on belief paradigms – either around those things that were taught or which past experience confirm will work. Current leaders spend significant energy in understanding the current situation through research and explaining the context. They do the intellectually correct thing – “this is what the evidence says we should do”. Future leaders are very close to all aspects of the context: the emotions, the facts, the outcome required for success, the energy needed to make things work, the people. They make holistic decisions on what feels right and will give all a sense of meaning. This is not always necessarily rational to the rational mind and is definitely anarchic to the old mind.

Solidarity!

Future leaders must have solidarity with their people. They do not see themselves as being separate from their people or belonging to an elite group. They have a wonderful ability to stay very close to and in touch with their people. This is what helps make them contextual people living in solidarity with their people.

Solidarity is about the mindset within the leader. Future leaders adopt a mindset of ‘I am one of you’. Their behavior follows naturally.

Search for meaning!

Future people want to feel that things make sense to them, that life has meaning. Future leaders pay significant attention to ensuring people experience meaning in their work. Meaning has much to do with recognition of efforts. Giving people meaning through various means results in people experiencing a strong sense of self-value. Future leaders don’t want to own and control their

people; rather they free them to do that which gives them meaning! They even help people to move on if they are frustrated.

Fun!

Having fun is one of the most energizing and healthy things anyone can do in living a full life. Future people believe that work should be fun. If it is not, they leave – immediately. Unfortunately, traditional business has inherited a view that work should not be fun. Consequently, little to no effort is made to make work fun.

The leaders of the future fully understand and harness the power of fun by making sure people experience fun at work. They laugh and play with their people, celebrate success and failure and even go as far as making tough times fun. These successful leaders enjoy work and life with their people.

Individual!

The successful future leader attends to everyone – to their needs, their joys and their sorrow and pain. They view each and every one of the people as individuals, refusing a one-brush paints all approach. They recognize and engage with people at an individual level and work with them directly when necessary.

How do you fit the profile of a future leader?

Where do you need to develop yourself to move towards becoming a future leader?

Maybe you are one! Well done!

Share success!

Success is an emotion, a feeling of winning. Future leaders understand the power of this emotion to energize the business. They find wonderful ways to 'share' the success with everyone.

Future leaders celebrate milestones, events, wins and losses with everyone! By ensuring people recognize, see and experience success, they generate energy and more success. They follow the principle of shared winning and collective success instead of personal winning and egocentric success. They look for the success opportunity in every context, and wherever possible, they proactively create the opportunities to share this success.

Participation!

Future leaders say: "Come join us!" They have an invitational approach to everything and it is a proactive, consistent effort on their part. They communicate and engage with their people in such a way that participation for

each individual is a matter of choice and never a matter of forced participation. They build teams of energetic people that attract and energize more individuals to participate.

These leaders invite people, they create dedicated places for normal people at important meetings; they invite the whole business to participate in the initial interview of potential top placements; they find radical ways to ensure people can participate. **From time to time they even open EXCO meetings to all!**

Freedom!

Future people are somewhat obsessed with freedom. They have an attitude of "don't cage me, don't box me". Dynamic future leaders liberate their people. They allow people freedom, they contract people against outcomes and not policies and procedures and rules and regulations. They allow them to think and decide for themselves. They maximize the principle of freedom towards success.

Conclusion

Don't misunderstand the concept of freedom and fun. Both these terms do not implicate an individual to be lazy, irresponsible, ill-disciplined and a poor performer. Nor does it equate to a work environment characterized by a laid back, unproductive, 'tomorrow is another day' culture. The concepts are not in conflict with outcomes accountability, performance holding consequences and discipline against success.

Career freedom means not being restricted by the environment, rules and regulations, policies and procedures in the pursuit of success.

Fun at the workplace implicates that people work and enjoy what they do. They come to work because they love what they do, how they do it and with whom they interact. Work is the fulfillment of their need to be happy and to find meaning. Future leaders understand all these opportunities towards building business success and they proactively design this into the way in which people and the business is led.

In summary: Future leaders in Solidarity with the People

Next Move
A better future for all
Context and feelings
Fix failures immediately or get out
I am one with you and together we will strive
I give people meaning
Work will be fun
Each person is an individual, I will treat you as such
We share success with ALL
We invite everyone to participate in key structures (e.g. EXCO) and events
You have a holiday while at work and you work while on holiday. We contract the fruits of your labour, not your time.

Future Management

No Move
Managers plan, organise, delegate, control, praise and punish
Leaders dream, direct and think
Staff perform the work
Management interventions destroy positive energy
Managers matching available people to tasks
Managers facilitating people to serve people
Managers acting as a voice for the people
Managing fun as a discrete set of events separate from work
Managing as an individual
Paying insufficient attention to people issues
Communicating to control
Managing outside the context of strategy
Single approach to organisational structure: pyramid based hierarchy

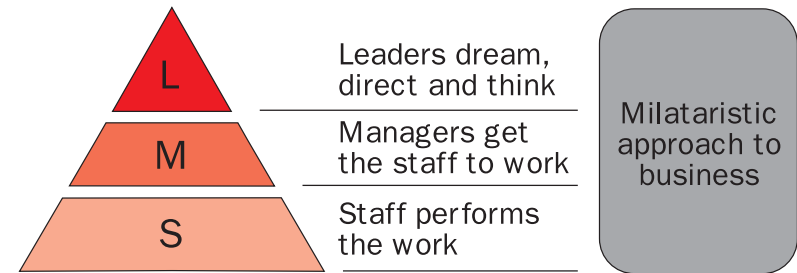
Future Management: Outcomes

Traditional Management

What is your management strategy?

**“Without embracing future management principles, a business will not realize the growth potential a committed, energized workforce offers – what a pity” .
... Managers not managing people, but managing outcomes with people.**

Future managers are different in their thinking and their doing. The business challenge is not managing future people, but managing the outcomes for success with them.



The above depicts an outdated and frustrating hierarchy of management.

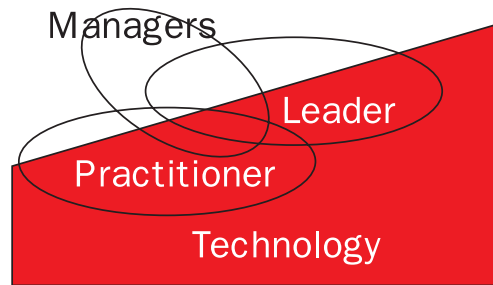
Within this paradigm, to be a manager is to execute **PODCP²**:

- P**lan: what needs to be done?
- O**rganise: how should it be done?
- D**elegate: who will do it?
- C**ontrol: see that things are done!
- P**raise and **P**unish

Future companies have radically altered this view.

Can we improve on Traditional Management?

Yes. Future ready businesses tend to run themselves off sophisticated state of the art technology platforms. Job requirements are radically different. This extends to the leadership and management function. Future business leaders get the ship sailing, they challenge the status quo to create a feeling of moving forward, of being better. Managers ensure the business contains a feeling of security, comfort and safety for the staff.



For the future, managers are expected to exercise leadership as well as coordinate activities, people, intelligence and planning.

Profile of Successful Future Managers!

In old business there is a clear distinction between leadership and management. These jobs were performed by two different people. In the future business- this distinction between leadership and management is blurred. An individual is expected to be a leader at times and a manager at other times.

The traditional distinction between the two has been as follows:

Leaders	versus	Managers
Work with hearts		Work with hearts and hands
Push for change		Build dedication
Create a sense of discomfort		Contain the known
Want to be better		Create comfort
They always challenge		They always teach, coach

Future successful managers have transformed the traditional management role into the following:

1. Motivating people.
2. Coordinating skill and talent.
3. Task- focusing the energy in the business.
4. Acting as the voice of the business and not of an individual.
5. Ensuring a balance between fun and work.
6. Coaching, teaching, helping, supporting.

Motivating People:

Sophisticated managers act as the internal agents of motivation and passion of the people. They are in effect practical hands-on motivational agents.

Coordinating Skill and Talent:

Future managers take on the role of co-ordination between the job, the talent, the skill and the outcome. In other words, they need to be able to see the talent and abilities of a person that will be able to successfully complete a task and then they organize the skills and capabilities of the person towards fulfilling the final outcome. They facilitate skills, knowledge and capabilities around the task that must be completed.

Task-focusing the Energy in the Business:

Highly focused managers drive the business towards the outcome necessary for success. To achieve this, these managers create / sustain a culture where the task at hand and / or outcome rules. Managers inclusively serve the task or outcome. Their role in serving the task is to facilitate people's energy towards fulfilling the task. In this way they fulfil the task just as people around them apply their energies against outcomes.

Acting as the Voice of the Business:

Future managers ensure they become the representative personality for the interest of the business in order to task people. In other words, the manager becomes the representative of the task, but also the servant of the task. They champion the outcomes that serve the business' success as opposed to the success of 'someone' or a group of people.

Balancing Fun and Work:

Future people at work find meaning and success very closely related to experiencing fun and adventure. Attuned managers therefore create a holistic environment which is integrated; a place where people can work while having fun and have fun while working. These managers facilitate work as an enjoyable experience through simplifying, streamlining and giving people a sense of freedom.

Fun is not experienced as something separate to work. Fun is seen as a continuous, integrated experience in the business. Sophisticated managers

ensure they integrate fun, adventure and work outcomes into a single experience giving people happiness and fulfilment.

Coaching, Teaching, Helping and Supporting:

Strong managers enable those around them. They are strong teachers and facilitators of knowledge into the business operation. It is walking alongside a person on how to do the job and capacitating people to get things done. In order to be successful at the role described above, future managers have four critical skills in abundance.

Four Critical Skills of Future Managers:**1. Team Individuals**

They take a team mindset to the work environment. A team creates a single outcome of success where individuals in the team contribute to the single outcome. Future managers facilitate the creation of this team and coordinate a group of people against the single outcome.

2. Manage People Issues

The successful manager of the future is a successful people's person.

They handle people issues very well. They are able to deal with the day to day frustrations, issues and challenges of life as being faced by the members of their team. They deal with it in a positive way, they handle it, and they keep their people productive. They don't say "go away".

3. Excellent Communicators

Sophisticated managers are excellent communicators at all levels in the business. They facilitate communications throughout the business and internally in the team. They act as communication joints or energy conduits, carrying energy from one part of the business to other parts. Their task is to transfer energy into the business. They act as key points of energy and information.

4. Best Translators of Concept into Practice and Vice Versa

Companies create strategic frameworks. The role of a manager is to make it happen. They translate strategic plans (concepts) into activities (practice) that can be executed. If the strategy is to get from A to B, the manager must draw up the roadmap and get the necessary things in place to get the business there. Thus, they translate concept into practice.

Future managers are often the closest to the activities. They analyze activities between people, process and technology in order to describe them at a conceptual level and thereby identify possible holes / gaps. The objective is to highlight where the business operations do not complete the full picture. These managers go to the leaders and say – you know what, our business is not working. In this way, they translate practice into concept.

However, future managers do not operate in isolation of an organisational structure. To facilitate a stronger and somewhat revised role for future managers, business needs to consider alternative organisational structures that are better capable of serving the business' specific needs.

Future Management and Organisational Structure

The future business adopts an organizational structure best suited to serving the specific needs of the business and ensuring the most effective delivery against outcomes. They consequently move away from a hierarchical approach to managing their business and implement future management practices as part of their organizational structure.

These management practices extend to the following:

1. Fishnet principle.
2. Meet and move.

3. The modern military operating off the robbers plan.
4. Hub and spoke.
5. No structure, no management.

1. Fishnet Principle: (Johansen and Swigart)

Think of a fishnet floating on top of the waters' surface. As a wave moves through the area that the fishnet covers, each point of the fishnet rises and falls in sync with the wave. People are the points within the net. The whole net is representative of a team within a business. Fishnet based organizations operate in a similar way. They implement highly flexible, yet integrated teams that move within a changing context applying people against the immediate need. The people applied to the task at hand are those best suitable to the task for the moment. The team and business is ever changing, upsizing and downsizing people as a function of the context and need. This operating

method is effective in highly networked environments within a changing context where people's skills and capability act as the prime determining factor as to who gets allocated the task.

2. Meet and Move:

This is a business characterized by incidents of meeting one another. During these meetings outcomes are defined, tasks are allocated, progress is tracked and timelines are set. Each individual fulfils their individual tasks before coming together to track progress and reallocate tasks. The meetings are typically highly disciplined and structured. There is no discipline or structure in-between these meetings. Each individual must perform their necessary tasks.

3. The Modern Military: Robbers Plan

This is a business characterized by precision planning to the finest

detail with training to execute and mimic the plan repeatedly. Examples include operations, heart surgery, running a military event, golf tournament, performing a rescue operation and setting up a customer contact centre amongst others.

4. Hub and Spoke:

Think of a bicycle tire with the rim on the outside and many spokes linked to a central point – the hub. The hub through the spokes keeps the integrity of the rim in place. For businesses operating on this basis, the hub represents a point of central access to super intellectuals and highly skilled people surrounded by a decentralized set of people with lower skills and more operational capabilities representing the rim. The spokes indicate networks of communication. This design is particularly strong where access to scarce intelligence and experience is critical to the success of the business. Examples include a building site with

engineers, architects and planners in the centre and builders on the rim and emergency services in hospitals structured around specialist surgery skills.

5. No Structure, No Management:

These organisations are made up of a network of people being trained to perform a task and generate an income. These individuals are totally free to make things work for themselves. They work almost exclusively on an incentive and commission basis. The business takes the view that an individual's success is entirely up to the individual. Examples include estate agents, groups of associated consultants and a network of lawyers with a shared brand and name, each serving their own outcomes.

Next Move
Managers motivate, coordinate, focus energy, coach, teach, help and support
Leaders, managers and staff to dream, direct and think against the specific task at hand
Most skilled and available resource performs the work
Managers coordinate the skill and talent in the business against tasks
Managers facilitate people to serve tasks and outcomes in the business
Managers acting as a voice of the business and the task at hand
Managers ensuring a balance between fun and work
Managing as a team
Staying close to and managing people issues
Communicating to facilitate energy
Managers translating concept into practice and practice into concept
Adopting organisational structures best suited to serving the specific needs of the business

Future Risk

No Move
Risk Management, Contingency Planning
Local Risks
Disruptive Technology – cannot destroy the business
Physical barriers to switching
Intellectuals go work for opposition
Watch out for local catastrophes
Slow and sensitive legislation
Keep dirty laundry hidden
Power games between top level people
Stepped, but manageable Industry change
Unhappy customer potentially a nuisance
Quick Followers

**Future Risk: Dangers to be aware of....
Pre-empt. Prepare. Prevent.**

We used to refer to it as Risk Management, sometimes as Business Contingency. Some business leaders thought that a breakaway weekend and a facilitator who can do a SWOT analysis would address the issue. Unfortunately, with regards to RISK, the game has changed so much, that we will have to rethink everything from a totally different perspective. We would prefer to call it:

Smart Navigation: Pre-empt, Prepare, Prevent!

It is absolutely critical to understand that current and future business risk factors will not go away. Companies will not be able to address risk through the traditional practices of continuity and contingency planning. Companies now have to be very aware of global, local and virtual trends and realities in order to pre-empt what might happen, to be prepared for possible radical change or to prevent the impact on their space in the market through Smart Navigation.

This chapter will present ten micro case studies. Mirror your business on this and answer this question:

Can this in any way happen to us?

1. Global Supply and Demand

A highly credible company manufacturing smart digital identification systems captured a 70% share of the local market by supplying this product to all the major customers in the region. The leadership team was unaware of the fact that this exact product could be imported from the east for a fraction of the price they charged.

The business had high overheads. Suddenly none of their customers renewed their contracts. Within eight months they lost 72% of their original market share. Their customers imported the products at a fraction of their previous cost from offshore sources. The once highly credible local manufacturer could not match the new market price, as their cost to market was too high.

***Can your products or services be bought from some remote supplier somewhere on earth at a fraction of your current supply price?
If you had to re-price, do you have the cost efficiencies to survive?***

What can the development of new technology do to your business?

Are you trading on the Internet, competing against those who are already there? What will happen to your business if a low cost structured business replicates your products and services off the WEB?

2. Destructive Technology

The EXCO of a well-known manufacturer of quality cameras thought that the digital camera technology would not be any threat to their high quality light sensitive film cameras. They decided to start their research on the development of a digital camera by the year 2007. The game changed, suddenly and unexpectedly. Will they regain market share? Will they ever catch-up?

3. One-Click-Away

A new airline with a self-service Internet based booking system that has simplification (and service and cost efficiencies) as the single most important aim started flying in a developing country in Africa. Simplification is even reflected in their name. They are extremely successful and growing rapidly, opening new routes and chipping away at the market share of their opposition trapped in old complicated processes. This new service is affordable and as far as the mouse is concerned, only one click away.

4. Loss of Intellectuals

A medium sized Financial Services House had four young super talented entrepreneurs with a radical new business model that would redefine their current business both locally and internationally. Their board of directors didn't share their vision. Suddenly the four resigned and started their

own business as the direct opposition to their previous employer. They virtually destroyed their opposition, which included their previous employer.

***What will happen if your business had to lose the top five intellectuals in the company to a same industry opposition business?
Do you know who these top five intellectuals are?***

5. Global Catastrophes

A medium sized exclusive antique dealer in South Africa, exporting exotic antique furniture mainly to the United States were closed down two years after the Twin Tower Attack of 9/11. The tightening of imports of this kind into the USA made it impossible for them to keep doing business. Their retail space is TO LET!

***What impact can global disasters potentially have on your business?
How exposed is your business to changes in local and international legislation?***

6. Legislation

For many years, pharmacies in South Africa were lucrative, sustainable businesses. Somehow they remained beyond the factors of normal business risk. Suddenly the South African Government passed legislation with far reaching implications on the profitability of pharmacies. This legislation pushed many into serious difficulties. Some even went out of business.

7. Transparency Risk

A certain manufacturing business dumped their dangerous chemicals at a very remote place in a deserted mine. For many years nobody knew about this. However, some individual, reviewing satellite photos noticed that trucks were regularly moving to a mine that was not in operation. A few questions resulted in an investigation by a local newspaper. They exposed the illegal pollution activities. The company was closed down.

Is there any practice in your business that will damage the company if an aggressive newspaper publishes it? It might close your company if it is serious enough. Hiding anything that smells can very easily become a major business risk. Be careful, very careful!

8. Power Shift

Previously, the top held the power of decision-making. There is a serious shift of power to the masses, grassroots people and the customer. A University's central board decided to increase student fees without talking to their customers – the students. In objection to not being part of the decision, the students brought the Varsity to a standstill.

***Do you know that your people hold much more power than your management?
Do you appreciate that your customers eventually hold the final power with regards to your business success? And...?***

9. Changing Industries

A medium size printing company in Australia suddenly experienced that the game has changed in the print business. Customers had unreasonable demands. They demanded quicker turn-around of orders, they asked for digital proofs, they wanted short runs at the price of long runs, they asked whether the company could provide them with the computer capability to self design printing lay-outs and place the order via a self service automated process. They wanted to work out their own pricing of the printing costs within a certain limit of accuracy. They couldn't compete as some smart opposition printers started to provide all of the above and more. "But this is impossible" said the MD of the troubled company. "Not so", said the opposition who had bought a sophisticated high-end digital press capable of all of the above. The opposition went on to make much more become a reality.

Are you aware of the developments in your industry?

Do you have an active strategy to stay on top of and in touch with new developments? What is the risk that your company is falling behind the sophisticated leaders in your industry? It might become detrimental – be very careful!

Tip to the CEO/MD

Rather lead than follow.

Rather set the trend than read the trend.

Rather change the game, don't just play the game.

**Make sure that you are the one to watch-out for
instead of the one on high alert.**

Don't hit back, hit first. Don't read the news, write it, be it, live it!

10. Changing Customers

Please visit the website www.hellopeter.com. This is a fantastic example of how new customers are willing to fight for service. It showcases their willingness to expose bad customer service.

New customers are demanding to the extent that they may suddenly switch to becoming a risk to the business if their needs and expectations are not met. They have innovative ways to cause serious damage when products are not of good quality and service is not at an acceptable standard. They can turn into an enemy and they have the power, the law, competition and the tide on their side.

Is it possible that your business might be gathering so much negative customer experience energy that your customers may just become a risk rather than an asset to the business?

So What?

Successful future companies must revisit the way they think about risk, identifying those areas where they are exposed. They must especially focus on environmental forces in the space of business where the game might change suddenly and very radically. These are typically forces beyond the organisation's control that can either be anticipated or derived from trends and can subsequently through pro-activity be turned into opportunities!



In summary: From contingency planning and risk management to Smart Navigation: **Pre-empt, Prepare, Prevent!**

Next Move
Smart Navigation: Pre-empt, Prepare, Prevent
Global Risk
Destructive Technology
One click away (no physical barriers to switching)
Intellectuals start their own businesses
Watch out for global catastrophes
Aggressive, quick and principled legislation
You can't hide, so make sure there is no dirty laundry, otherwise air it!
Employee, customer and stakeholder power
Radical and rapid new Industry substitutes
Unhappy customer potentially my greatest risk
Trend setters lead

PART 3

Sophisticated Business for Success



How sophisticated is your business really? ...

“If you do not run a sophisticated future business, you are unlikely to have a growing and successful business into the future. Yes! Your level of sophistication will be a good proxy of your future success! Being very smart and switched on in how you design and operate your business is critical to the success of your business and the sustainable growth potential of your company”.

... gear up and get smart!

If you continue to run an unsophisticated and old minded organisation, you will go out of business.

Sophisticated companies are different, radical and focused.

Especially those who do not have the burden of baggage resulting from being in business for eight years and more.

“**The game has changed** in business and it has brought with it new rules as well as a new playing field.”

This chapter describes future sophisticated companies: their game, their rules and how they play business. The challenge is for older traditional businesses to aggressively re-invent themselves.

Power to the customer and the employee

The old realities of superior superiors, the boss is best, managers to decide, the business to prescribe, an employee is just an employee and a customer is just a customer have suddenly collapsed.

A silent revolution has taken place. Suddenly it is easy to find things out; young intellectuals build radical businesses that give all the power to customers and employees alike, intelligent systems train customers on how to interact with the business; the law changes to favor the small person in the street and above all, a freedom culture drives a willingness by the customer to both use and express their power. The result; customers and employees switch in droves to sophisticated future organisations.

Customer and employee empowered organisations are riding the power shift wave to fantastic levels of success – attracting the best customers and employing the most talented individuals.

No Clay: Goodbye to middle management

Clay prevents the free flow of water just as middle managers prevent the free flow of information in the business. Middle managers distort messages from senior management such that by the time it gets to people at the coal front, it

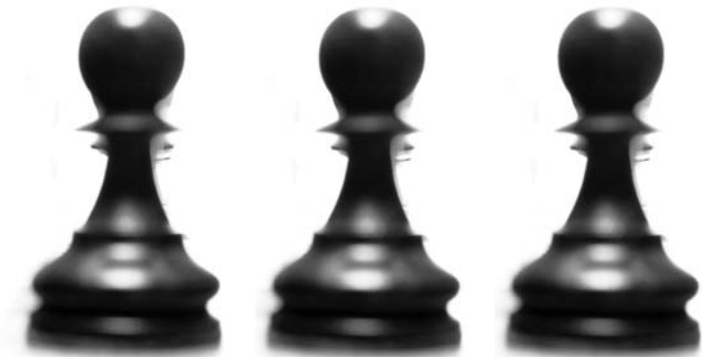
carries a radically different content. And the same happens with messages from the coalface of the business. Senior management will at best get sanitized versions of the reality.

Without clay, we would not have dams or marshes, just as without middle managers we would have significantly fewer mini empires – each fighting for dominance.

Sophisticated organisations run themselves without middle management. They consequently slash relative management costs, run themselves at awesome efficiency levels, have very little information filtering, deliver quick implementation lead times and offer future leaders the most fantastic development opportunities. In short, they attract the best talent.

A tip to the CEO/MD

Rethink the way you organize the business and consider developing one of the many new models of management structures that can potentially enhance the management success of your business. Get rid of the clay layer.



The Quick Business – Speed an obsession

We have moved from “tomorrow is another day” being acceptable business practice to a customer expectation of: “can I have it by yesterday”. These trends below say it all:

IN THE PAST...	TODAY...
Home loans in 21 days	Home loans in 2 days
Motor Finance in 2 days	Motor Finance in under 1 hour
Short Term insurance in 21 days	Short Term insurance immediately
Deliveries: 5 days	Deliveries: Same day
Strategic Decision Making: 6 Months	Strategic Decision Making: 1 Day
Personal Loans in 2 Months	Personal Loans in 20 minutes

Slow businesses lose to fast opposition. Sophisticated future organisations obsess about speed. They deliver speed through using the best technology available and employing highly skilled individuals to run the business. They cut all corners, dump red tape, and simplify their organisations to the bare minimum.

“Speed is a product, a marketing advantage and a competitive edge. In fact, it’s a MUST.”

From 1 size 4 all, 2 Precision Business

Jim Collins said that being good is the greatest enemy of being the best. Successful future businesses believe this absolutely. In the past, there were good reasons for rough technology, broad medical procedures (such as open heart surgery), phoning a place and asking for a role (“can I speak to the purchasing manager”) and for a customer just being a customer. To sophisticated organisations, the words rough and broad do not exist and phoning

a place is unacceptable. They recognize that there is no need to be good. Good can be replaced by best and a new reality for business is possible. Consequently, they use phrases such as 'precision technology', 'medical exactness' (e.g. keyhole surgery), 'phone a person' and they implement practices called 'precision customer profiling'.

Sophisticated organisations recognize that precision capabilities are world realities in business, that customers demand it and that it provides them with a competitive edge. They take the business to a place where they can interact precisely against a customer's need, delivering levels of service unmatched by more traditional organisations.

The Transparent Business – thriving off facts

Transparency is not easy, but today, without it, a business or an individual is perceived as dishonest. The old paradigms of staff shouldn't know, employees are not included and customers are not allowed, are not acceptable to sophisticated organisations.

They recognize that hiding the facts in today's world will become increasingly difficult; that someone will find out and tell if you do hide the facts.

Sophisticated businesses choose to open up everything. They decide, communicate the hard facts and if they can't (such as legal constraints), they say exactly why. They build a culture where hiding the facts – from anyone - is unforgivable. In the process, they reap immediate benefits such as well-informed staff, people thinking instead of just doing, improved levels of productivity, a greater sense of loyalty to the business and innovation. Above all, decision making in the business is much easier and negotiations far simpler.

Life and business is no longer like sitting on a rock, watching the sea, the storm and the wind.

It's swimming the sea, experiencing and using the storms and wind while vaguely remembering the rock.

A tip to the CEO/MD

Outsourcing seldom makes good sense on paper, it does on the bottom line! But choose your outsource partner wisely.

The Disposable Business - Permanency an illusion

In the past, things were built to last centuries and decades. Just witness the buildings of Europe and old cars, watches and pens to name a few. Today, everything is disposable. Buildings are imploded to be replaced by internally changeable, makeshift structures. Digital watches and BIC pens are thrown away when the battery dies and the ink is complete.

Sophisticated businesses embrace this and are consequently ever changing. They willingly create the competitor to themselves. They introduce products that cannibalize existing products. They create subsidiaries that destroy the parent.

Focus, Focus, Focus - the Specialized Business

Sophisticated future businesses move away from doing everything themselves, from building their own IT, from managing the payroll inhouse and so on. Rather they adopt the concepts of let the specialist's do it, buy the best ICT and outsource the payroll. Why? Because they recognize that the energy, innovation,

senior management's time and thinking are taken up by non-core business issues that do not deliver against the bottom-line success of the business. They recognize that specialists will always do it better and that they consequently lose focus.

Successful businesses make the decision to be the best in their core business. They decide what is critical and outsource the rest.

A tip to the CEO/MD

Being different does not mean you have the best products and/or the best service levels when benchmarked against competitors. Being different is a perception that customers

(and employees) hold of the business.

In their minds you are different.

The Differentiated Business: it makes all the difference

In the past, similarity ruled. Competitors followed the trend, built the same products and services, entered into price wars and avoided being different at all costs.

Sophisticated organisations embrace and sell differentiation as something cool – a thing to which the organisation and the customer aspire. They choose to be better than the trend. As a result they end up leading the market.

Today's leading organisations obsess about being different. They ensure that every aspect of the business differentiates itself. In the process they build very smart organisations that significantly outperform the market.

The Virtual Business – compete anywhere, anytime, against anyone

It used to be that our competitors were visible and known to us. They had physical premises; a location that we could see and an owned operational setup that was out in the open.

Many of our competitors today are invisible, virtual and non traceable. These sophisticated organisations embrace the principles introduced to the extent that they create a virtual network capable of doing business virtually anywhere. They outsource manufacturing to Chindia, marketing to a local web partner, finance to an international financing house and selling to either the customer themselves or local entrepreneurs to deliver products and services globally at twice the speed and a fraction of the costs traditional business can. It's a matter of capability, inventory, buying power, flexibility, differentiating, partnering, outsourcing and speed – to mention a few.

The ICT (Information Communication Technology) enabled business

Information communication technology is revolutionizing the world and it has only just begun. Successful organisations take their business to the next level through embracing leading edge ICT capability. These capabilities include:

Communication (VOIP, Cellular, Satellite)

The Internet

Authentication of People (voice, print, photo, retina, body grid)

Governance in the Business

Self-help

Access to Information

Global Products and Services

Artificial Intelligence

Smart organisations integrate the ICT capability into the design of the business – to the extent that the distinction between an operational strategy and an ICT strategy is very blurred. They obsess about harnessing the capabilities offered by ICT, creating new ways of identifying customers, providing information rich channels of communication that both give and collect information, building artificial intelligence enabled business processes that radically simplify outcomes and much more. They experience the limits of ICT to be their own imagination.

Conclusion

The future world is unfolding at a pace like never before. The manner in which things change, with the intensity and impact of this change on all of us, coupled with the way smart businesses redefine every aspect of their functioning make it impossible for us to ignore or to try and argue against new ways of living, working and doing business. We can no longer afford to only talk around the challenges we have to face and to continue ignoring what is happening around us. Nor can we turn these change events into academic arguments and theories. We have had to be honest, to the point, practical and informative. This is the reason we wrote the book in the manner we have. It is our business to research future trends and to give responsible, honest advice. This is what you have just completed reading: a researched, honest, to the point, practical, non-academic view of sophisticated business practices into the future.

In order to be successful, companies will have to constantly improve on everything they do. Second best will be as good as being a loser. Falling behind will be fatal. Comfort zones and complacency will be suicide. Nothing in the business should be built to last. Everything must be challenged. Ways to improve must be researched aggressively in all areas of the business. Adopt a strategy that you can improve everything you do; it's just a matter of finding out how and putting focus and energy towards improving. This is the purpose of this book, to challenge you to push for change, change that will improve the business, change that will contribute to the success of the business, change that will put the business amongst the winners in your industry.

Never allow the way you do things and the way you run your business to be good enough. It's not!

Next Move
Get SMART through...
Smart people
Smart technology
Smart branding
Being precise
Being different
Being quick
Being first
Cutting middle management
Cutting red tape
Cutting corners
Finding future leaders

Implementing future management practices

Adopting new organisational structures

Implementing new risk management: pre-empt, prepare, prevent

Going ICT

Adopting Human Energy management practices..

All the business principles discussed in this book are real.

For more information visit www.gonxtmove.com

To contact us: info@gonxtmove.com

A WORD FROM THE AUTHORS

We have decided to write this book, because ...

... the future is happening around us – fast ...
... the future can be a very hostile place ...
... **AND** because we will have to be very smart – to succeed ...

The Game has Changed!

People are capable of change ...

- We believe that people by nature are capable of change.
- We believe that people can strive to embrace what is new.
- We believe that change creates energy and challenges that are positive!

However, we are concerned that change can have too high a price ...

- We are concerned that with change the chains of life and business are stretched until they break at the weakest points.
- We are concerned the price tag associated with the current pace and intensity of change may be too high - In business - In person - In society - In happiness and In meaning.

Yet, we realize that we cannot stop change ...

- We realize that we cannot stop change from happening.
- We realize that we will not like everything in a future world.
- We realize that there will be casualties caused by the realities of the radically new world we are creating.

So, we have decided to deal with change in a positive way even if we don't like it.

- We've decided to adapt even if it takes a lot from us.
- We've decided to reach out to all to help understand our future world. We've decided to dedicate ourselves to look into the mirror of the future with others so that everybody can see where we're going and plan accordingly ... because it is obvious that ...

•Σ **The game has changed!**

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CHANGE is not a problem!

Even in nature plants and animals adapt to change very successfully. Change is an adventure if it is slow and spontaneous! The problem is when radical and quick change is forced into our lives, our business and our social structures. This turns the reality of change into a threat, an enemy, a stressor but also an enormous opportunity.

All of this can happen instantaneously.

If so, how do you cope? Does your business cope? Will it fly or fall?



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