



## **Changing the way we work**

*Network organisations*

### **Prof Kanter**

Increasingly, every company has to mobilise the brain power the labour the talent of lots of people that don't work directly for the company, that they don't own assets, they don't control, so much more collaboration in the future than we have today.

### **Alan Evans**

Interesting that Compaq has just announced that they want to bid for the company, yet we've been delivering much of their service offerings on their behalf for the last couple of years, and Microsoft has just renewed its alliance with us on NT business.

### **Lars Kollnd**

I think we will be quite different 5 or 10 years down the road, I think we will be interacting much more closely with customers, partners and suppliers, they will be part of our network and sometimes we will question ourselves is he part of our company?

### **Alan Evans**

So, we're rapidly become a virtual company where the distinction between competitor, customer, supplier, is beginning to get very grey indeed.

### **Commentary**

So if the traditional concept of the organisation is losing definition, what about the traditional concept of the manager? With more and more work being done in self-managing teams drawn from different parts of the globe and even different companies, what is the manager's role?

### **Prof Kanter**

Interestingly enough, companies that have turned over more and more work to teams who manage themselves, still have lots of people called managers or leaders. They're people who invent projects, who know how to build teams, make people feel connected and committed to an effort, whether or not they're all employees of the same company or not, what level of the hierarchy, that's going to be irrelevant.

### **Commentary:**

And there's another reason why strong leadership will be needed.

### **Prof Kanter**

To the extent that companies rely more and more on the knowledge of their work force, the knowledge of particular technologies, the knowledge of particular customers - it also makes certain employees even more valuable.

### **Profcharleshandy**

Talented cats as I call them, have you ever tried herding cats? That's what a manager has to do these days. It's going to change the nature of management, because you cannot actually boss these people around in the same way, if they don't like what you're doing they have a market price, they can walk out.

### **Cathy Mccauley**

So there's a desperate need for leadership you've got to be visionary, you've got to be able to sell your ideas to a team to encourage them to want to be part of your team

**Prof Kanter**

I think managers will motivate people in future by enhancing their reputations. You work on this project with me, you do a good job, I'll make you a star! What makes a company work well, is because it's engaged the minds and the hearts of the people in the company. They really care, and their talents and skills are applied to making the company work well.

**Jack Gray**

By the way this was another one of my Kaizens. When we first had this machine all we had was this book on there, or over there, which was rather messy, so I just simply made this up at home, and there we've got it all at handy nice and easy to work.