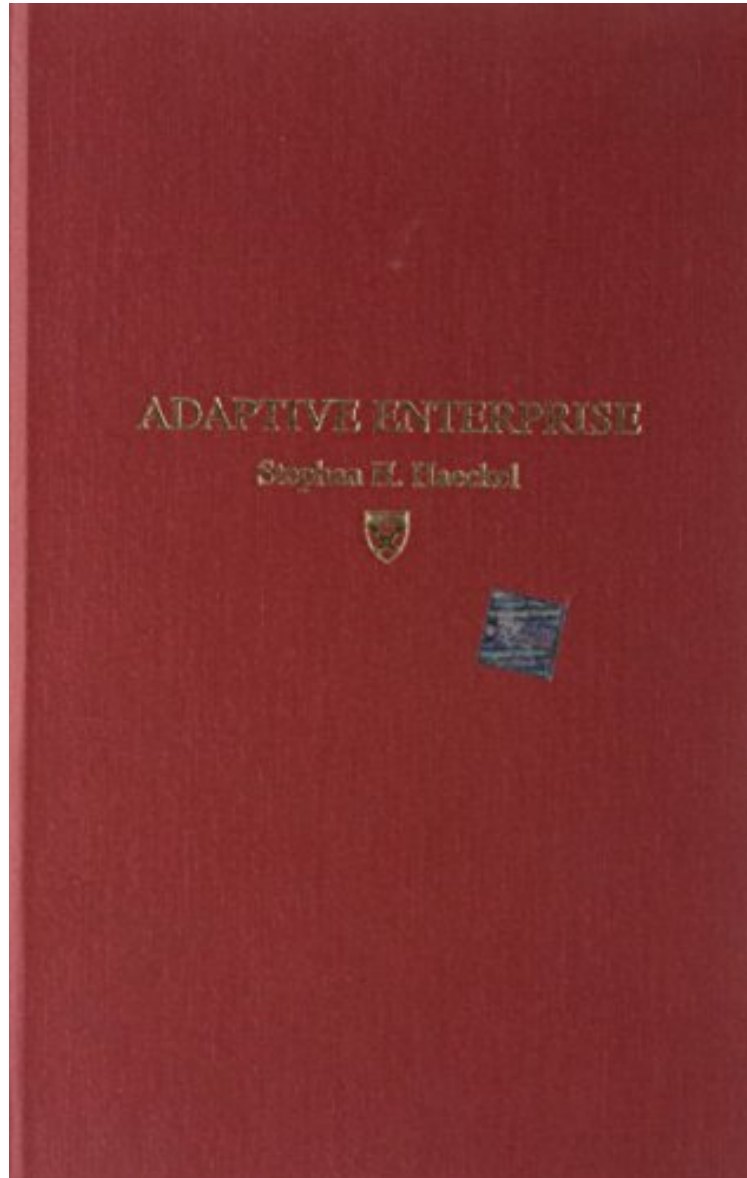


Adaptive Enterprise: Creating and Leading Sense-And-Respond Organizations

Stephan H. Haeckel

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Stephan H. Haeckel : Adaptive Enterprise: Creating and Leading Sense-And-Respond Organizations before purchasing it in order to gage whether or not it would be worth my time, and all praised Adaptive Enterprise: Creating and Leading Sense-And-Respond Organizations:

1 of 1 people found the following review helpful. A foundation for researchers and practitioners to build on!By Renata Petrevska NechkoskaMr. Haeckel's Adaptive Enterprise provides a foundation for both researchers and

practitioners to build unimaginable deeds on. With the Reason for Being, the Outcomes (before outputs), the Customer-back logic, the Governing Principles, the Accountabilities, the Conditions of Satisfaction, the Negotiations, the Roles, the System Design and the perpetual engine for adaptability that captures changing context ndash; the SIDA loop ndash; it establishes clear, carefully and wisely thought of, proofed, and, what is strikingly important, noble paradigm of how this world can operate in a successful manner for all stakeholders. Once I started using the Sense-and-Respond framework in research for managerial adaptability and information systems, its endless applicability as theoretical but also as hands-on practical apparatus became overwhelming. Just to name few disciplines that one can interweave after understanding the content of the book ndash; Project Management, Tactical and Strategic Management, Policy Advising, Information Systems Requirements Engineering, Complex Adaptive Systems, Social Network Analysis, Knowledge Management, hellip;The Sense-and-Respond framework from the Adaptive Enterprise, accompanied by the selfless support from Mr. Haeckel himself ndash; in person but also through the abundant and neatly organized resources it refers to are paving a broadminded groundwork that influences the future of management, businesses and economies by equipping the present behavior with one of their most needed traits ndash; adaptability. It helps to dynamically position the system design on a level that can be high enough for top management, middle enough for conceptual thinking in terms of tactics, and in general ndash; adjustable enough to accomplish desired outcomes through any turbulent inner and outer environment. It provides clarity and freedom for the managers, organizations and all the involved parties in the broadest sense. It gives interdisciplinary principles that have been set in place innovatively and wisely. The Adaptive Enterprise should be read and continuously referred to. The world has worked with the Sense-and-Respond framework in research and practice for almost two decades, and I can say with confidence ndash; this is just the beginning!

10 of 0 people found the following review helpful. A new vision

By Stephen Parry

The book talks about creating Sense and Respond organizations and adopting operational strategies similar to the approaches taken by the German 'Mass-Customization' school of thought, i.e. using technology to create an information factory then combining it with granular modular production techniques to deliver on-demand services. To my mind this solution falls well short of the Sense and Respond Vision the author expertly outlines. But don't let the wrong solution prevent you from adopting the right vision. This book and the vision it outlines is very important for the world of work today, where old business models have reached the end of their useful life. While the technology theme is very strong in the book, (as you would expect from a strategy school based at IBM) its underlying message is the need to deconstruct the very fabric of the organization and introduce structures that can close the duration between 'sensing' and 'responding' to a level that establishes a truly on-demand capability. Their analogy of obtaining the responsiveness of 'Fly-by-Wire' systems in aircraft works well in this respect. Please note I see the fly by wire as metaphor to connect customers directly to the people who can construct products, services and customer value on demand, (I think it is a mistake by some to interpret the fly by wire as giving control to the top of the organization. The pilot in this analogy is the workforce not the CEO as some would have it, that would be more command and control- i.e. Make and Sell.) More space might have been given to the approaches required to change the management mindsets and behaviors. I would caution companies not to think of this solely as a technology solution otherwise they may be in danger of simply creating a more sophisticated form of make and sell with the technology solution providing a disappointing response to sensing the wrong needs. The book outlines a brilliant strategic case for the adoption of Sense and Respond principles. Stephan has brought the term 'Sense and Respond' to the attention of a very large audience and has since this book developed it into a fully fledged post-industrial managerial model. A great read for people who are passionate about creating breakthrough organizations.

13 of 13 people found the following review helpful. A practical methodology based on three key ingredients

By Alan N Hohne (alan.hohne@moore.edu.au)

How different it is to be a reader in 1999 of Sense and Respond by Stephan Haeckel compared to what it was as one of the subjects in the eighties of which he writes. Then, no formal Sense and Respond model. Just "make-it-up-as-you-go" - euphemistically called "being flexible". Now at last, something more than rhetoric to rely on. For over two decades we have been promised competitive edge through technology investment, magic formulae for change management, super profits through continuous process improvement, market dominance through customer focus and a whole lot of other so-called "silver bullets". A whole generation of management by best-seller has meant that the more things change the more they stay the same. And why? Because they have all missed the truly unique elements of Steve Haeckel's formula. Governance principles and reasons for being have been around for generations. Leaders who do more than communicate and hope are well written-up. Organisation theory based on a systems approach is not new and modular organisation structures are not original. Neither is mass-customisation or the steering of a business based on manipulation of data managed as a corporate resource so that business transactions are reflected in decision support systems. Learning organisations based on adaptive loops are common, customer-driven process re-engineering case studies abound and project managers don't survive if they don't keep track of who-owes-what-to-whom. So what is unique about Steve Haeckel's brew? First, like Harold Geneen and his "grandma's soup" of the seventies, he's cooked slowly, tasted often and stirred in small amounts of lots of ingredients when the taste was not yet right. But most importantly he has based his brew on good stock. From the start he realised that you can't revive corpses. He has admitted that corporate transformation (the process that changes a caterpillar into a butterfly) and not reformation

(work with what you've got) is what's needed to deal with the real world of change (continuous discontinuity). Second, he's produced a uniquely implementable version of an extraordinarily elegant commitment management protocol. He has thereby shown how to co-ordinate systematically the dynamics of 'who owes what to whom' in a way that enforces consistency with the governance principles and other policies of an enterprise. More importantly, he has demonstrated that the key to transforming a traditional business, so that it can thrive in an environment of continuous discontinuity, lies in equipping leaders to track the interactions of negotiated commitments to produce outcomes within the boundaries of the strategic intent of an enterprise. Not only has he dealt with the human factors of this critical equation, he has translated the sophisticated theory of commitment management protocols into robust practice and exploited hitherto ignored technology. The result is an order of magnitude more powerful than the business process re-engineering with which it is all too easily confused. Thirdly, he has successfully integrated a carefully selected inventory of proven components to produce a result in which the whole is considerably greater than the sum of the parts. The finished work displays a lustre that only comes from extensive rubbing against the real world. Key to this outcome has been Steve's understanding of the organic nature of the system that is an adaptive enterprise. For him, the system that deals with the problem of responding to the unpredictable is more than a mere academic abstraction. Each ingredient he has introduced has had to stand up before hundreds of discerning critics - his own customers to whom he has been accountable for an 'outcome'. Steve has understood that an adaptive enterprise is a dynamic interaction between real people, innovative technology, sophisticated intellectual concepts, practical leadership skills and sound information management methodologies. Neither one or all three of these unique elements of the Haeckel formula can magically make any old 'bus driver' a brilliant 'cabbie'. Nor, should they. This is not a book for the addicts of management by best seller. But any leader of a traditional corporation who can't 'sense' that Steve has got the problem right, who can't 'interpret' commitment management as a survival issue and who doesn't 'decide' to embark on an integrated journey of corporate transformation ought to 'act' in the interests of shareholders and make way for the present. The future is here and the early adopters of the Haeckel method of transformation will make change their ally and the unexpected their active business partner. As a former CIO of Westpac Banking Corporation and after 25 years in electronic banking I offer a word of advice. If you operate a traditional business in today's market place you will ignore this book at your peril.

Adaptive Enterprise outlines the new sense-and-respond business model that helps companies anticipate, adapt, and respond to continually changing customer needs. Author Stephan Haeckel shows how large, complex organizations can adapt in a systematic way to the unpredictable demands of rapid, relentless change--if the organization is designed and managed as an adaptive system. In fact, the only kind of strategy that makes sense in the face of change is a strategy to become adaptive. Haeckel maps out a step-by-step plan that firms can use to transform themselves into a new type of organization, one where change is not a problem to be solved but rather a source of energy, growth, and value. Adaptive Enterprise is both a new way of thinking about business and a prescription for leadership of post-industrial organizations. It is, as Adrian Slywotsky says in his foreword, "a book that will influence the influencers of business thought."

.com In today's fast-changing marketplace, a business can't expect to thrive by just making products and selling them, argues Stephan H. Haeckel in Adaptive Enterprise. "It does not matter how good you are at making widgets if the market for widgets disappears or if your competitors offer dramatically new and improved widgets faster than you can," writes Haeckel, director of strategic studies at IBM's Advanced Business Institute. Instead, for a company to succeed nowadays, says Haeckel, it needs to know how to adapt to customers--even before they themselves know what they want. Haeckel lays out a strategy to create such a "sense-and-respond" approach that will allow companies to move quickly amid change. Among the key steps: companies must use innovative ways to gather information about customer needs. For instance, car manufacturers used video cameras in airport parking lots to discover that people often struggle to lift heavy suitcases over the high lower edges of trunks. In mall parking areas, the cameras revealed that shoppers had nowhere to put soft drinks they just bought. Now, low trunk edges and cupholders are standard features in almost every car. Because "sense-and-respond" is a relatively new business model formulated by Haeckel, the book is heavy on theory and slim on concrete examples. Nevertheless, Adaptive Enterprise has some good ideas for business leaders looking for an edge in a world where rapid change is the norm. --Dan Ring
From the Author
This is a soft-cover version of a book that has sold over 20,000 hard-cover copies to date. There is now a companion "Adaptive Enterprise: The Workbook," available on .com that captures the lessons learned by--- and tools created for--- managers who have adopted and applied the prescriptions in this book since its publication.
From the Inside Flap
"If you are realistic about the future of your company, Adaptive Enterprise is of inestimable value!" nbsp; Vince Barabba, General Manager, Strategy, General Motors Corp.
"Read Adaptive Enterprise to learn about the new fundamentals for designing and managing organizations. Stephan Haeckel's conceptual framework for a sense-and-respond organization is concrete, clear, and highly applicable to today's needs." nbsp; Chris Argygis, James B. Conant Professor, Harvard University, "In an age when the only certainty is rapid, unpredictable change, Haeckel offers an

intelligent, powerful presentation of the customer-driven, sense-and-respond organization necessary for an enterprise to survive."nbsp;nbsp; Frederick E. Webster, Jr , The Amos Tuck School of Business Administration, Dartmouth College."....Haeckel offers a fresh perspective on leadership, accountability and commitment." Arvin F. Mueller, Vice President, General Motors."Adaptive Enterprise is a must read for anyone whose firm is under technological attack...essential for both corporate executives and entrepreneurs...nbsp; " George Conrades, Chairman and CEO, Akamai Technologies."Adaptive Enterprise is that rarest of business books that is rooted deeply in intellectual theory and at the same time offers critical advice for the practice of management."nbsp; Rashi Glazer, Professor of Management, Haas School of Business, University of California at Berkeley."At last, a framework that helps companies understand their..strategic choices in times when the old rules no longer apply.....I wish I had had it years ago...."nbsp; Reg Munro, Executive General Manager, Old Mutual, South Africa.