



Interpersonal Relations as the NEW Frontier for Global Competitiveness

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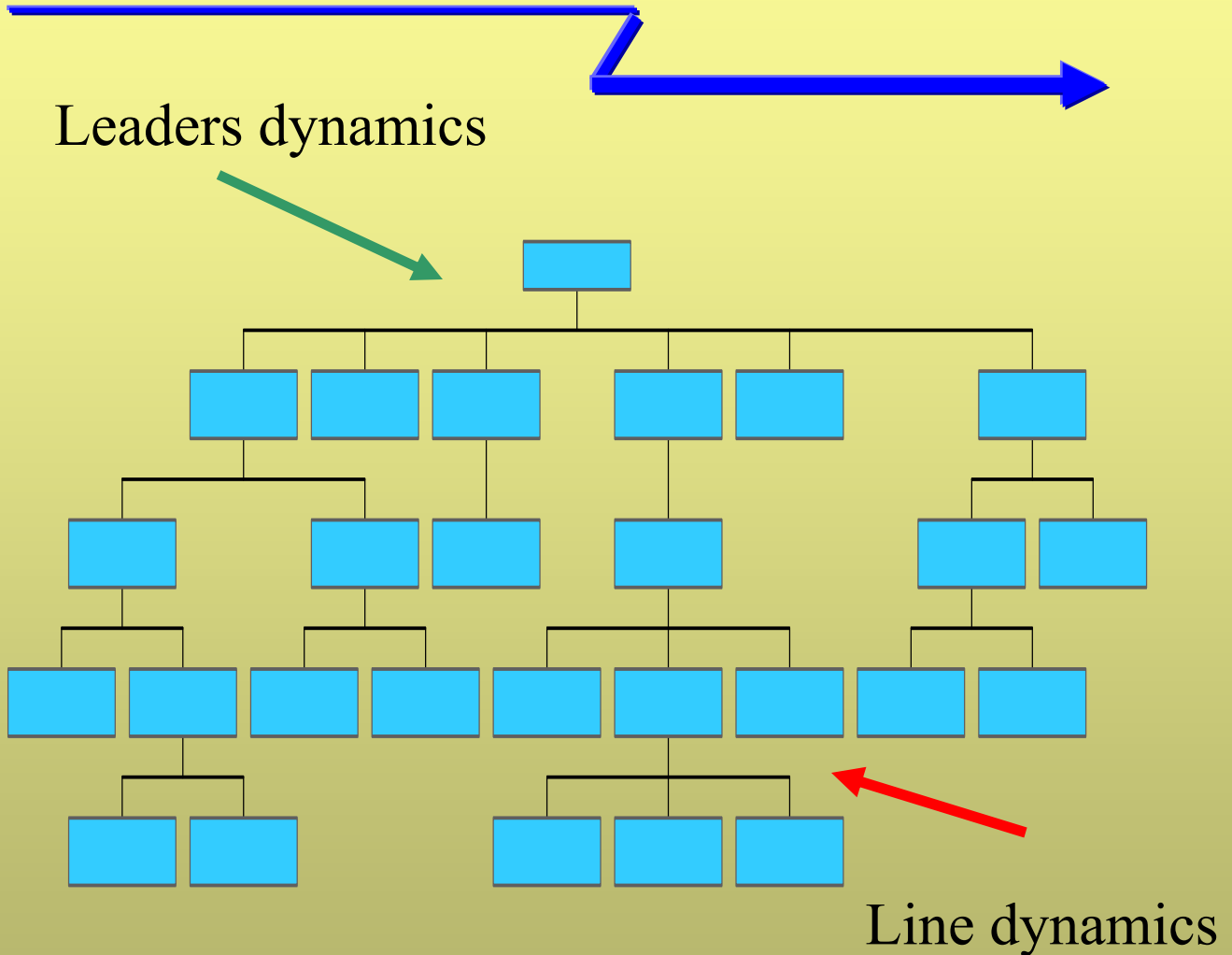
Purpose



- Identify fundamental opportunities
- to strengthen our competitiveness
- through the strategic use of Organizational Capabilities.

Organizational Personality

Initial Observations on Similar Work Dynamics



Organizational Behavior

Simple Linear View



Managerial Philosophy



Work Systems



Behavior



Results



Dr. Deming
94% System
6% Person

Quality

My Broader Definition



Pleasure created
by the *individual* and
ever changing *experience* of
finding, obtaining and using a
product and/or *service*.

Background:

Competitiveness in the Next Millennium
MUST interact with and support the
following trends:



FROM Features TO Function and Beauty

FROM Product Quality TO Service Quality

FROM Mass TO Individual

FROM Middle Management TO Self Management

FROM Working TO Belonging

FROM Organization as Center TO Client at Center

FROM Physical Time TO Cyber Time

FROM Physical Space TO Cyber Space

FROM Physically Personal TO Cyber Personal

***Handling these trends is the challenge for
Competitiveness in the Next Millennium.***

Environmental Outlook
The New Millennium
First Decade



- *Peak of 80 years cycles*
 - *convergence of key technology trends with the aging of a population wave*

Environmental Outlook
The New Millennium
First Decade



- *Roaring 20's - Industrial Revolution*
 - *Technologies... automobiles*

Underlying Foundation:

Organizational

- *Assembly line concept*
 - *Cross departments/organizations utilization of standardized gauges*
 - *Results: drastic reduction in manufacturing costs.*

Environmental Outlook The New Millennium First Decade



- *Roaring 2000's -*
 - *Technologies - PC's & Internet*
- ***Underlying Foundation:
Organizational***
 - ***The Network Organization***
 - *Expected results (links and nodes)*
 - *Drastic reduction in distribution cost.*
 - *Drastic increase in service quality.*
 - *Mass customization.*

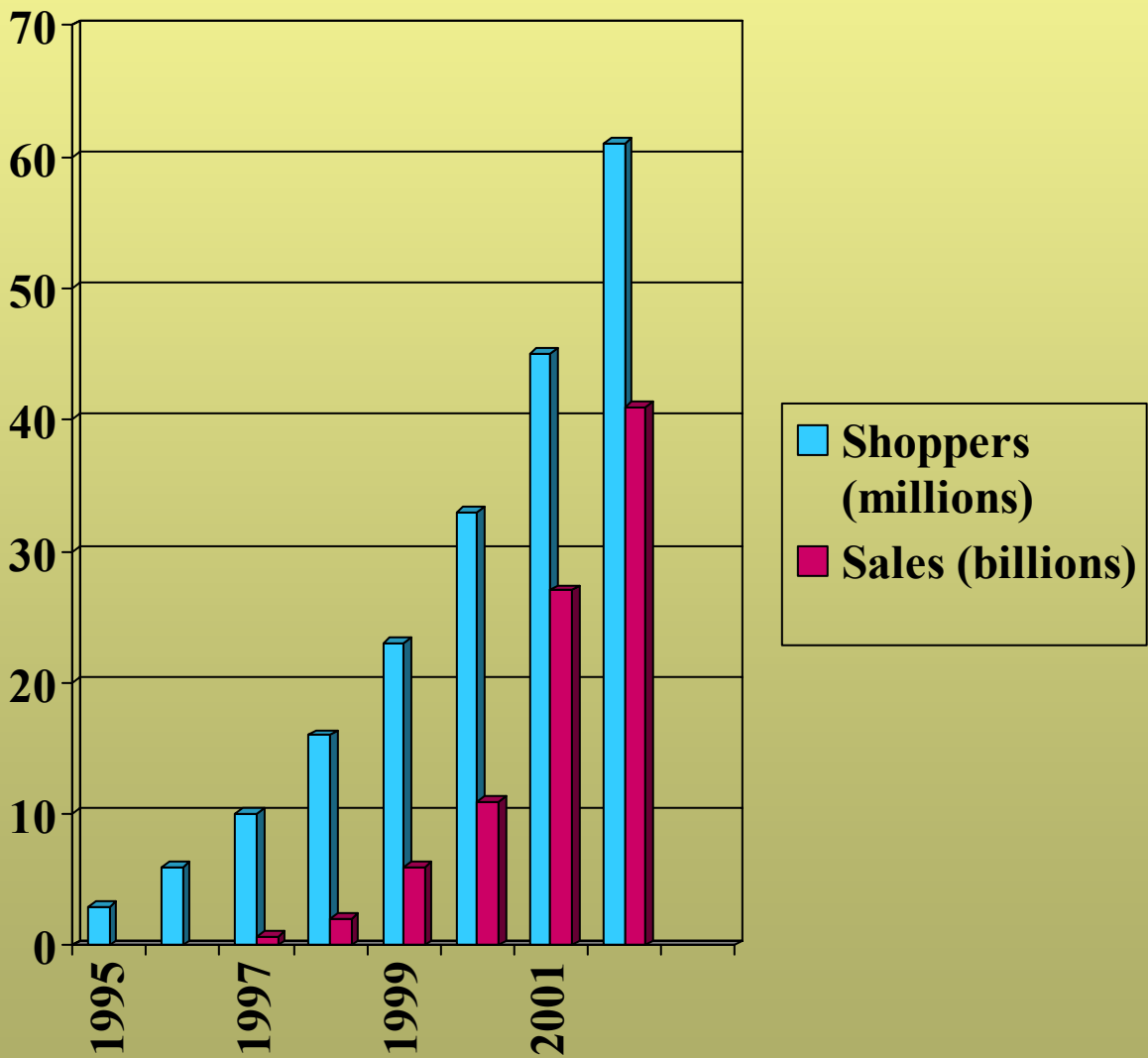
Service Quality

- *Current status:*
 - *High Expectations,*
lackluster performance...
 - *Over 66% of lost clients*
 - *lack of, or improper, attention.*



Internet Shopping Projections

Rising on The "S" Curve



The Network Organization

Driving Organizational Competency



- The new network organization:
 - Entrepreneurs, self-managing teams and self managed individuals.
 - in a fast paced, worldwide real-time process
 - organized around ever changing needs of individual customers.

Harry S. Dent

*World Renowned Economist,
Professional Forecaster*



- The real revolution will not be technological.
- Technologies will return us to the intimacy of personalized service.
- They will make our worlds more human: creative, interactive, and intimate.

All Critical Trends Are Related To Interpersonal Skills and Creativity

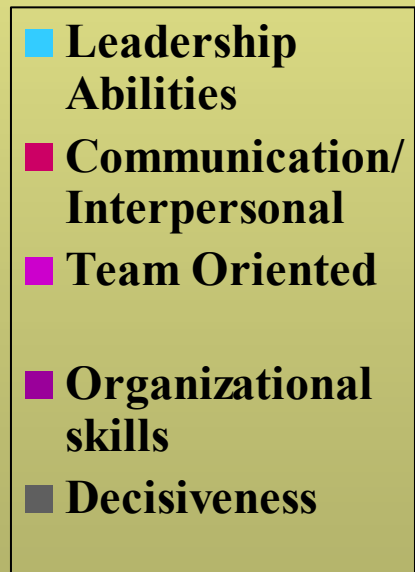
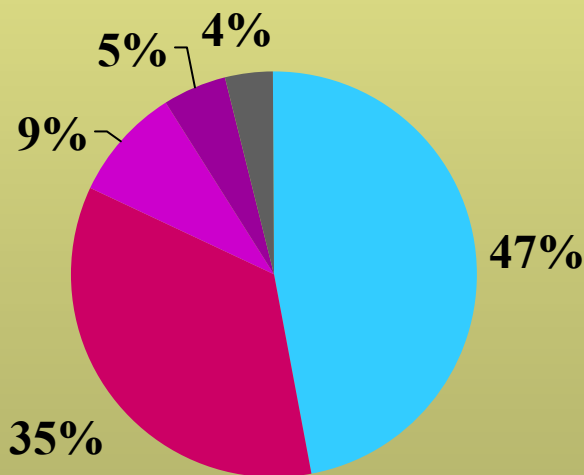


- *Function and Beauty*
Service Quality
Individual
Self Management
Belonging
Cyber Space and Time
Cyber Personal
Client at Center

Top Management And The Value for Interpersonal Skills



Survey Nations Largest Corporations - Critical Skills for Management



e-ntrepreneurs



- The battle ground is shifting –
 - It will depend more and more on client relations,
 - not on who has the web access or the content.

Steve Case

- AOL – Time Warner

Management Gurus



- We short circuit STEP 0
 - The Most Important Step
 - Planning
 - Where idea generation and people skills are fundamental.

W. Edwards Deming

Architect of the Japanese Miracle

Many Sources Pointing to the Need to Fill The Same Strategic Gap: Interpersonal Skills

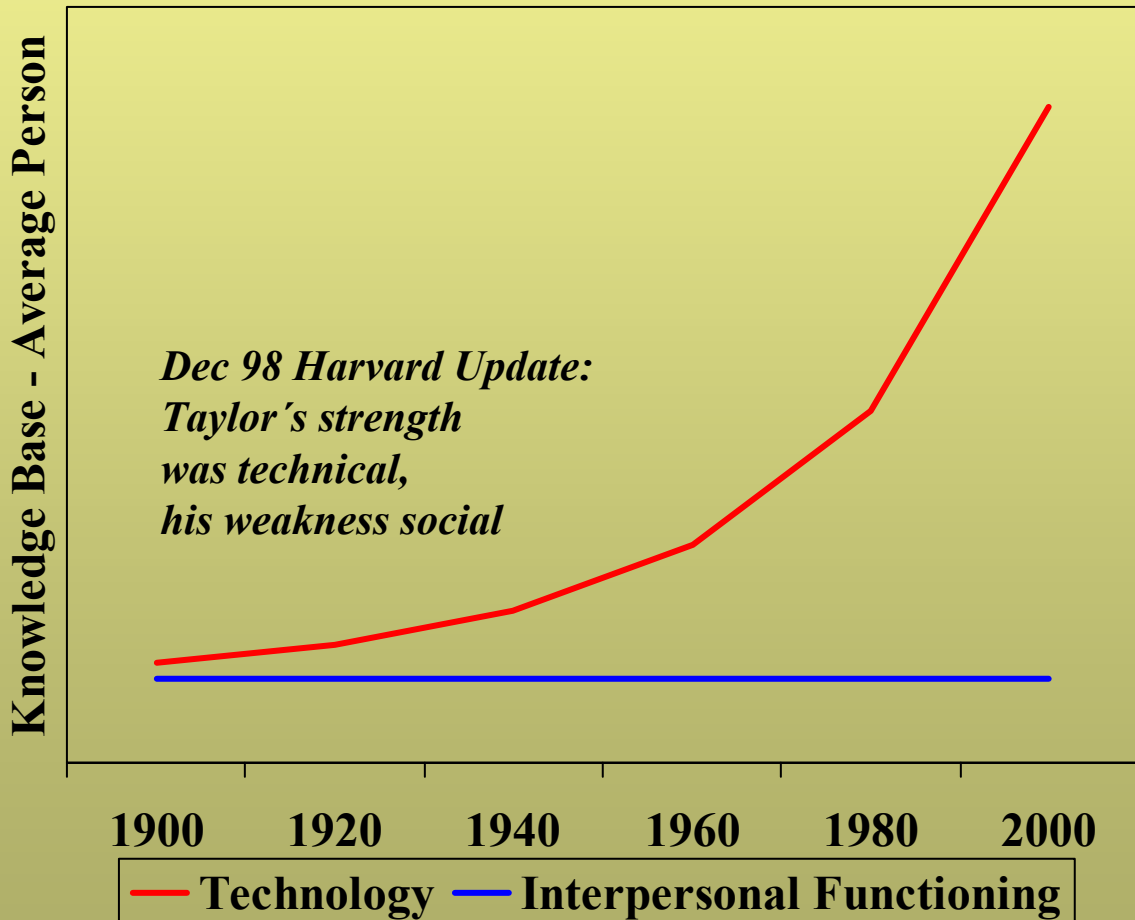


- Definition of Quality
- New Organizational Competencies
- Strategic positioning for fulfilling critical trends.
- Critical skills for Top Management
- e-ntrepreneurs
- Management Gurus
- Social Problems
 - Identity and control issues not addressed*

WHY DO WE HAVE SUCH A GAP?



Knowledge Through Time



Critical Fundamental Concepts

Driving Organizational Competency



- ***Systems Thinking***

Logic for Structural Interdependencies

- *Porter - Clusters for competitiveness*

**Harvard Business Review”*

- ***Choice Theory***

Controlling vs Helping to Grow

- *To modify behavior you must earn trust.*
- *Critical in fast changing environment.*

- ***Human Dynamics***

How do we function as Human Systems

- *Vital to Customer Centered Thinking and Individual Interdependencies*
 - *go out and talk to customers*
 - *to understand what they need*
 - *and how they are changing*
 - *you must have good interpersonal skills.*

Human Dynamics

Identifying Opportunities by Understanding Human Functioning



- *Body of Work that identifies fundamental distinctions on Human Functioning*
 - *Cross age, culture, race and gender.*
 - *1979 to 1999; 20 years young.*
 - *Over 50,000 people in 25 different cultures.*
 - *Three Universal Principles: Mental, Emotional and Physical*
 - *Form 9 distinct human systems.*
 - *No value judgements.*

** Human Dynamics and Personality Dynamics are
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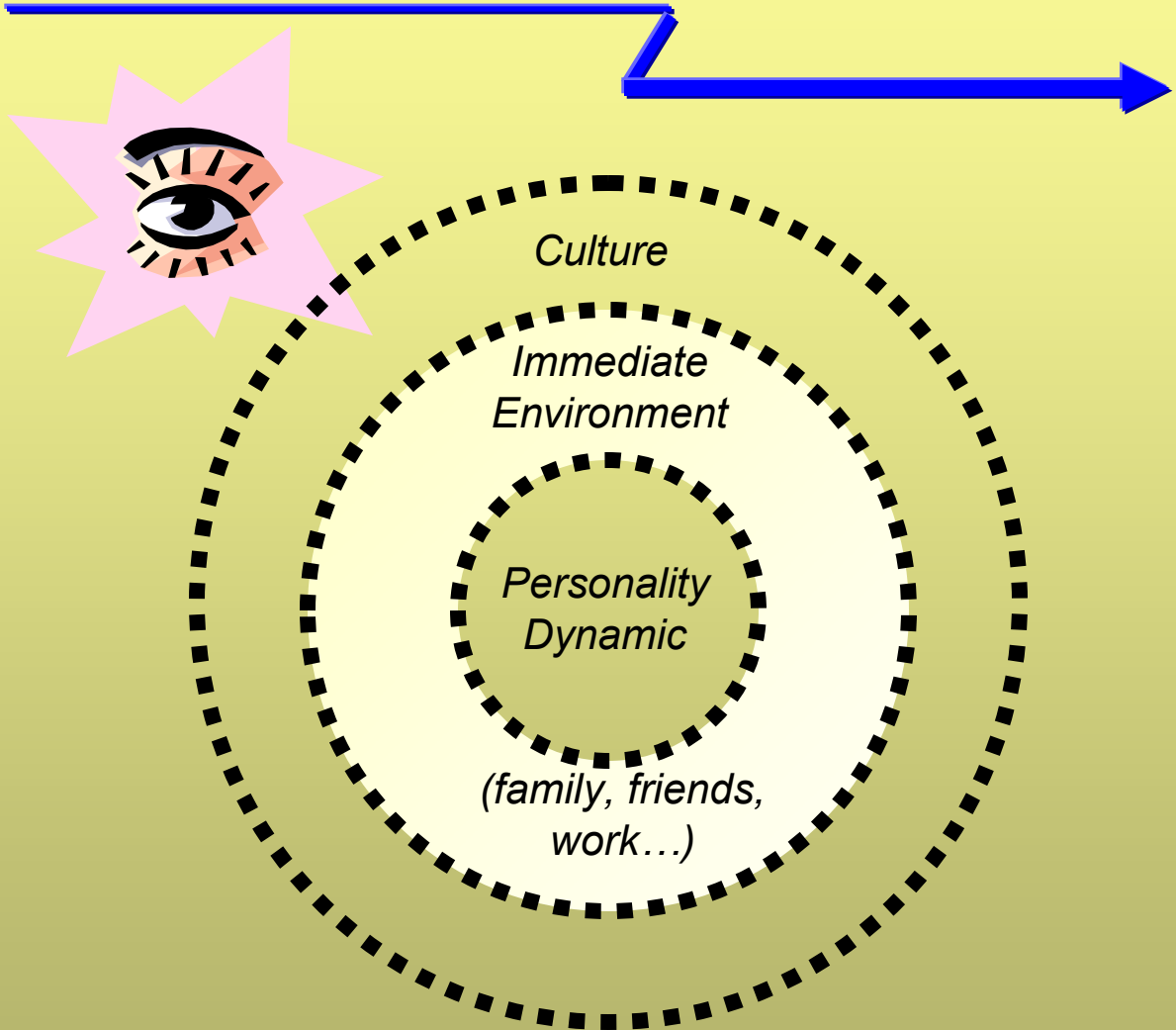
The Personality Dynamic is Related To How Do We :



- Learn
- Lead
- Communicate
- Problem solve
- Function in teams
- Maintain health...


Environmental Influences

Acting on the Personality Dynamic




Emotional Objective Corporate Leadership: Major Trend



- *Fits the traditional corporate model.*
 - *producer centered*
 - *short term results oriented*
- *Directing - linking people to ideas*
- *Moving, challenging*
- *Work centered, energetic*
-  *Trend: others adopting similar behavior to fit.*

Human Dynamics

A Simple Primer



<i>Personality Dynamic</i>	<i>Presence Western World</i>	<i>Natural Gifts</i>	<i>Reaction to EO System</i>
Emotional Objective	25%	Movement Challenge Endurance	Thrives.
Physical Mental	10%	Purpose Systemic Strategic	Happy when purpose is clear.
Mental Physical	5%	Perspective Focus Vision	What system?
Emotional Subjective	55%	Relationships Harmony Creativity Beauty	Adapts... with time, to fit a role.
Physical Emotional	5%	Continuity Details Systemic	Suffers?

Opportunities



- Growth through understanding how others function as fundamental to interpersonal relations...
- Systemic inclusion of the Emotional Subjective Personality and Others...
- Work on achieving balance of all Dynamics to achieve strategic strength.
- Focus on Systemic/mankind benefits

A Small Window of Opportunity



- The Window for riding this massive wave is small...
- If we fail to catch it we will enter post growth era (Year 2020) as a minor player and we will be lost in the backwash...
- Ironically, a major opportunity is in the strategic revival of our lost heritage.



Thanks