

## Driving performance to the next level

Your future business is at the edge of your current business



April/May 2014 edition

### The work environment is still key to innovation and performance

The importance of talent development to accelerated learning and performance improvement, and the role of institutional structures to support it, continue to be compelling themes for our work. In a packed room at SXSW, John Hagel spoke about the need for work environments that cultivate talent and discussed the implications of continuing to follow what he calls the Dilbert Paradox — that, despite saying talent is a high priority, so many businesses have work environments that squelch passion and discourage experimentation and learning. [\[Video\] Live from SXSW: John Hagel on work environment redesign.](#)

John Hagel and John Seely Brown (JSB) delve deeper into Work Environment Redesign (WER) in a three-part series of short video conversations [\[video\]](#). Learn more about the elements and implications of WER, the inability of traditional training programs to address the urgent need to revamp and retool skills, and the critical role of the CLO in facilitating this shift to continuous learning at the individual and institutional level:

- Video 1 – [A holistic approach to WER](#)
- Video 2 – [Success in the 21st century](#)
- Video 3 – [Role of the CLO](#)

Visit our updated [Work Environment Redesign](#) page on Deloitte.com.

### The Big Shift plays to a global audience

In February and March, John Hagel traveled the globe, spending significant time meeting industry leaders in Australia, Barcelona (Mobile World Congress), Brussels, and Germany. The impact of the underlying forces of the Big Shift is apparent everywhere, adding urgency to the need for new institutional structures and practices. [In this series of two videos](#), John explains the nature of this shift and a vision for the types of institutional transformation that can address it.

### Recent reports highlight the often-contradictory forces shaping the business environment

In [From invisible to visible ... to measureable](#) we explore how the convergence of social software platforms and big data analytics is creating new avenues to understand and transform business performance. Social media can help companies open communication and collaboration across the enterprise, and outside the enterprise, to gain data-driven insights and facilitate near-real time feedback loops to improve business outcomes.

The need for organizations to learn and adapt is stronger than ever. In [Lessons from the edge: What companies can learn from a tribe in the Amazon](#), our sixth report in the Shift Index series, we use the story of the Surui tribe to look at how learning and resilience are developed through deliberate design of the work environment to cultivate talent, of the operations and ecosystem to enable leverage, and of the

approach to strategy to allow for iteration and staged investments.

It is tempting to dismiss the maker movement — the next generation of inventing and do-it-yourself — as a fad. Our report, **A movement in the making**, uncovers how the maker movement is a precursor of a broader shift in the global economic landscape of how companies conduct business and how the movement reflects the changing needs and preferences of consumers and talent.

### Upcoming speaking engagements – John Hagel, Deloitte Consulting LLP and John Seely Brown (JSB), Independent Co-chairman

- April 22; Dallas, TX | CHRO forum and HR Academy: Scaling from the Edge: What HR can do to support innovation (Hagel)
- April 24; San Jose, CA | SRII (Service Research & Innovation Institute) Global Conference 2014 (JSB)
- May 13; 1:00 PM – 2:00 PM ET; Dbriefs webcast **The Future of the Business Landscape: What's in Store for TMT Companies?** | **Register now** (Hagel)
- May 13; Redwood City, CA | **MakerCon: The Impact of Makers and the Maker Ecosystem** (Hagel)
- May 20 – 23; Laguna Beach, CA | **Future in Review** (FiRe) discussion on **Unlocking Value in the IoT Ecosystem** (Hagel with Eric Openshaw)
- June 10 – 11; San Francisco, CA | **Orbit Shift Academy** (Hagel)
- June 10; Dallas, TX | Deloitte CIO Forum (JSB)
- June 25; 1:00 PM – 2:00 PM ET; Dbriefs webcast **The Internet of Things Ecosystem: The Quest for Value** | **Register now** (Hagel)

### More views from the Edge

- **The grand opportunity for learning practitioners:** The future of learning and the unique opportunity for Chief Learning Officers to lead the way.
- **How to deepen customer loyalty: Be transparent:** Companies should expose their vulnerabilities and own up to their mistakes.
- **You've found the passionate. Now what?** Supporting the learning of the passionate is the other half of the equation.
- **Workplace Redesign: The big shift from efficiency:** As individuals and organizations experience the increasing pressures of the Big Shift, where better to do creative and revolutionary things than in our workplaces?
- **The conference paradox: In-person matters when you live on the edge:** Why do we still need physical presence if it's an increasingly virtual world?
- **How CFOs can make social software work for their companies:** John Hagel addresses how companies can leverage social software to enhance business performance in this CFO Journal Q&A.
- **A business movement focused on the little guy:** Makers build and create a growing array of things – everything from robots and drones to shoes and jewelry. John Hagel and JSB share their perspective in this Fortune article.
- **A movement in the making: CFO Journal weekend reading:** It is tempting to dismiss the maker movement as a fad. Read why you need to be aware of this important movement.
- **Burdens of the Past infographic** – Featured in Wired magazine, this infographic captures the story of the discrepancy in technology adoption between individuals and organizations as described in our Shift Index report, **Burdens of the Past**. **Infographic** | **Full report**
- **C4Edge EdgeMap app:** Explore more about the Center's thinking and research with this free app. The Edge Map visually depicts the fundamental shift we see in the business environment and locates our publications within that change.

Learn more about **Deloitte's Center for the Edge**.

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