



Center for the Edge

# Shifting into a new year, a new journey

## Winter 2017

### Featured insights

#### **Make this your best year**

After a headlong rush into a new year, it's time to pause and reflect on our journey. Am I headed in the right direction? Am I making the progress that I want to see? A compelling narrative is a powerful tool for change—discover yours, and *turn it into action*, to set big things in motion.

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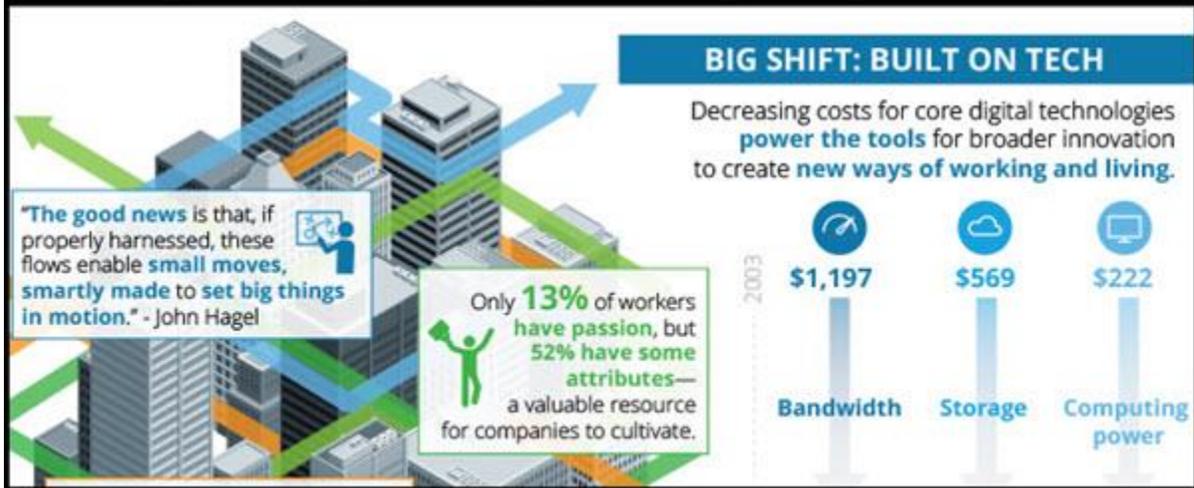
#### **The paradox of flows: Can hope flow from fear?**

As models and expectations about how the world works have come into question, our recent Shift Index shows the underlying, long-term trends in the business environment have been remarkably consistent and predictable. Explore the Shift Index which attempts to make sense of how technological change, and the increased flow of information and resources, is creating both the disorientation we see today and the potential for new ways of building tomorrow.

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#### **View the Shift Index infographic**

How are we handling the pressures of the Big Shift? While individuals are gaining power as consumers, they are feeling far less secure as performance pressures mount on the companies that employ them. The rapid advance of technologies has outpaced the ability of many institutions to understand and take advantage of the new opportunities they enable, resulting in anxiety and discontent.



### “Where’s the money” in platform business models?

Everywhere you look today, platform businesses are in the news. Most stories focus on what platforms do. Relatively few look beneath the surface to try to understand the business models that drive platform businesses. We consider the most basic question of all: where’s the money?

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### “Inevitable architecture” in a whitewater world

When time-to-market matters, the heavy customization, complexity, and inadequate scalability can hurt the bottom line. Large companies may find new efficiencies, a new agility, and new opportunities through a reimagined IT footprint that shrinks the gap between technology’s potential and operational reality. Our independent co-chairman, John Seely Brown shares his take.

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## Is process dead? Share your thoughts

Businesses around the world are well into their third decade of “business process reengineering” in pursuit of scalable efficiencies. But, in a world of constant change, these tightly integrated and standardized business processes may become a barrier for pursuing new growth and performance improvement. In our

current research stream, we are looking at how specific practices let some types of teams and workgroups learn faster and improve faster in “big shift” environments.

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