

Output from discussion group on:  
From visible to virtual hand: how will  
managers lead in the era of the extensible  
enterprise?

# What is the research/business issue or problem?

- What is the framework for an extensible enterprise?
- What is the transformational plan?
- What is the role of a manager, leader, worker ?
- How do you deal with motivation and rewards and accountability?
- How do you coordinate information and resources, without full control, to achieve a common defined outcome?
- What are the boundaries? How do you protect what is inside and what is outside?

# What can we do to address the issue/problem?

- Examine where boundaries are being blurred/created today
- Compare cross industry experiences, e.g. health, military, IT
- Create a strawman framework for the extensible enterprise utilizing DOD and On demand prior knowledge
- Engage the broader community
- Learn from stakeholders
- Adapt the viewpoint of all stakeholders

# What activities can we carry forward after the symposium?

- Clarify differences between an adaptive enterprise and an extensible enterprise
- Identify conferences for a potential paper track, panel, keynote...
- Establish a community ( How? )

# From Agriculture to Industry

- Problem: Freedom
- “Let us hope never to see our fellow citizens at a workbench.” Thomas Jefferson
  
- Problem: Factory Management
- “I have found it necessary to talk but little to men, but go right ahead and *make* them do what I want.”  
*Frederick W. Taylor*

# Leadership & Extensible Enterprise

- How will the transition from hermetically sealed firms to extensible enterprise change manager's jobs?
- What problem(s) can be foreseen in the transition?
- How can the problem(s) be addressed, studied, solved?
- What can **we** do after the symposium?

# From Light Assembly to Quality Mfg

- Problem: Human Relations
- “The supervisor is expected to yell and bawl and swear... So he ... never learns what is really wrong.”

*Elton Mayo*

- Solution: Bottom-up Participation
- “The *willing worker* delivers a better product ... and cheaper, Democracy in industry, one might say.”

*W. Edwards Deming*

# Backup/notes

- What is the role of a manager in the extensible enterprise – management by collective - Borg
- Hierarchical relationship between employee and employer is changing
- Distinction between management and leadership – different roles
- Manager's needs to move people to a coordinated goal
- Need a home for career development
- What is the value to the “contact network”?
- What is the impact of the lowering of barriers associated with utilizing outside employee
- Healthcare versus IT what are the differences? Similar to a IT services with a short term team to help the patient – hours, weeks, months
- Virtual unions?

- Info organized around patient denies ability to centralized info
- Patient centered record is a dream; reality is record is kept based on specialty, barriers exist in sharing info due to credit, knowledge and liability
- Need access to information and resources – need to know the name of the heart specialist, the database expert....
- Move from command and control to coordinate and cultivate
- What happens to accountability of manager – i.e. the buck stops here? Who is liable in terms of litigation?
- Extensible enterprise – customers, supplies, regulatory agencies, competition,

- Loss of privilege may be the sanction – drop in reputation
- How does credit get assigned?
- Who gets to participate? Big challenge for management will be to incent him to bring in appropriate specialist
- Rewards decided upfront – how do you address failure?
- What is the difference between the extensible enterprise and the adaptive enterprise?
- Adaptive – situational flexibility
- Extensible – managing between/across boundaries
- Leader sets the context
- How do bring together inter-dependencies?
- Volunteers - 8 chose, 4 assigned