



The New Game of Business

	Before 1980	1980 - 2000	2000 and beyond
<b>Work</b>	Transformational - Manufacturing - Agriculture	Transactional - Exchange - Service Business	Tacit - Strategic Interactions - Breakdown Resolution - Innovation - Knowledge Work
<b>Manufacturing</b>	Mass Production \$=E/S	Innovation - Design - Cycle Time \$ = E/T	Mass Customization
<b>Waste</b>	\$ - Material	\$ - Material - Inventory	Degenerative Moods - Bureaucratic Work Practices/Structures - Poor Listening/Coordination Skills - Lack of Innovation - Modern Indentured Servitude
<b>Quality</b>	Conformity to Prototype	Satisfy & Delight the Customer	Authenticity and Impeccability
<b>Communication</b>	Keeping Everyone Informed	Mass Distribution of Information	Successful Coordination of Action
<b>Technology</b>	Mainframes- Consolidated "Computing"	Desktops- Distributed Record Keeping- Communication	Net Based-Tools for Coordination & Building Communities of Interest
<b>Management</b>	Allocation of Resources - Decision Making	Coordination of Individuals & Teams to Produce Projects	Mobilization - Coordination- Agility and Flexibility
<b>Leadership</b>	Command / Visionary	Values - Vision - Empowerment - Productivity	Mood - Alliances - Careers - Power - Designing the Future - Managing the Narrative
<b>Organizational Structure</b>	Hierarchy	Flattened/Lean Hierarchy Matrix	Ambidextrous - Agile - Mobile - Polycentric
<b>Capital</b>	\$	\$ - Human Capital	Financial - Pragmatic - Symbolic
<b>Learning</b>	Acquisition of New Theories - Models and Beliefs	Tips - Techniques - Motivation - Understanding	Development of New Competence