



# The Intelligent Organisation<sup>©</sup>

## John Beckford Project Challenge

Olympia, 11<sup>th</sup> October 2016

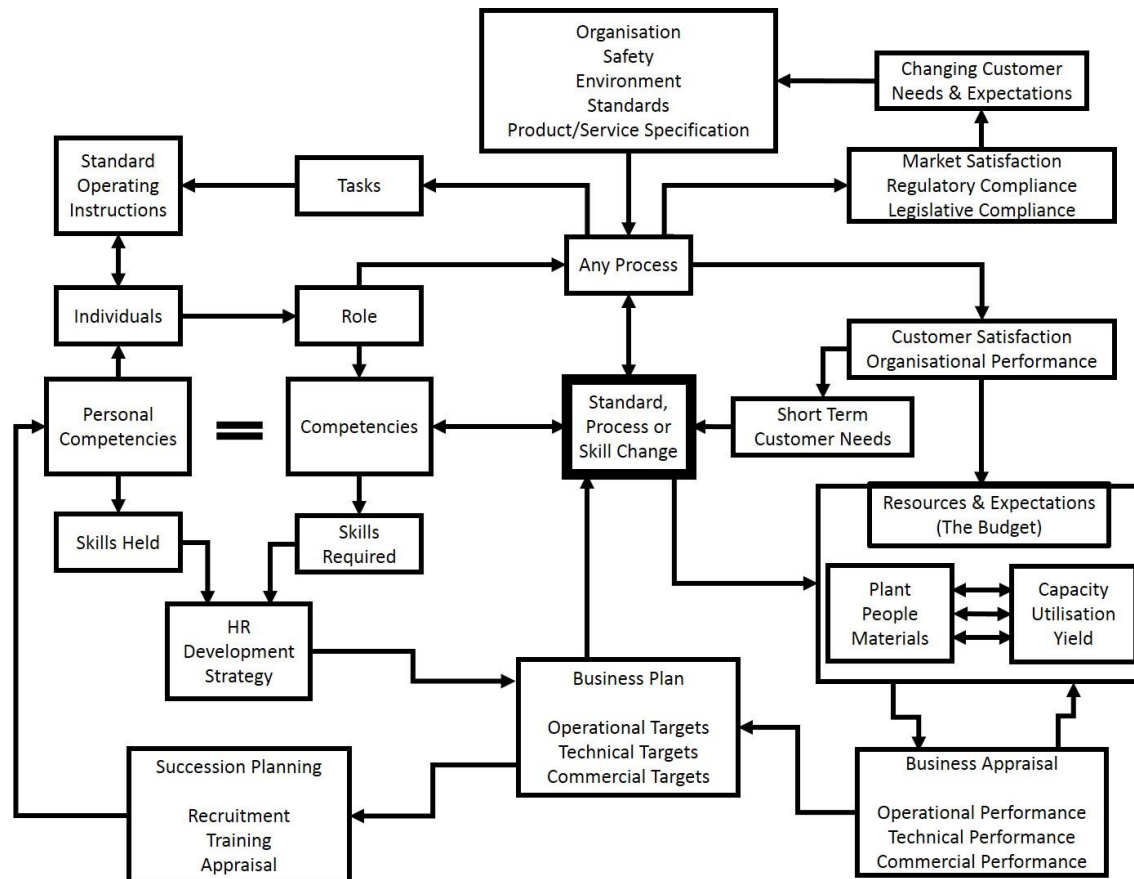
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# The Management Challenge



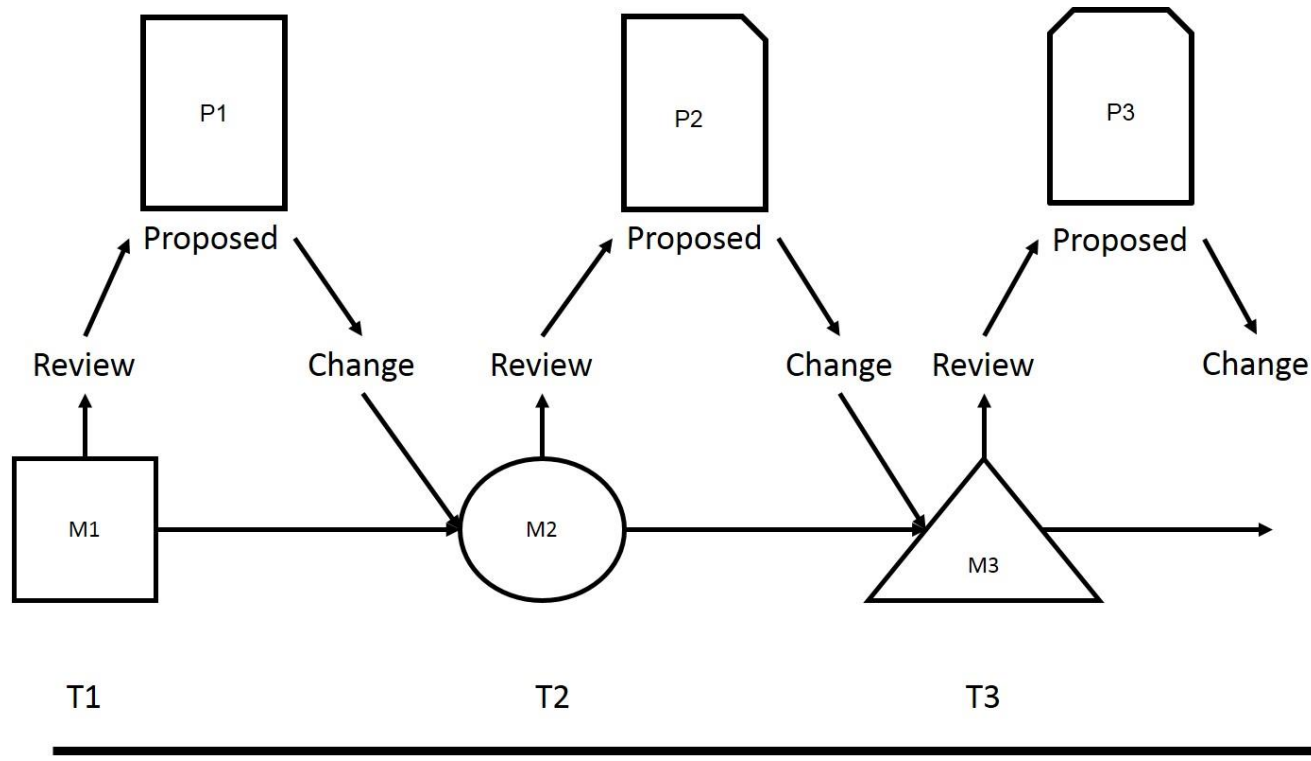
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# The Management Challenge



## The Perpetually Failing Problem Solving Engine

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# The Management Challenge

- Solve current problems at the same rate as they arise
- Anticipate future problems and presolve them
- Adapt the organisation so that potential problems are dissolved and do so synthesising three dimensions:
  - Process
  - People
  - Information

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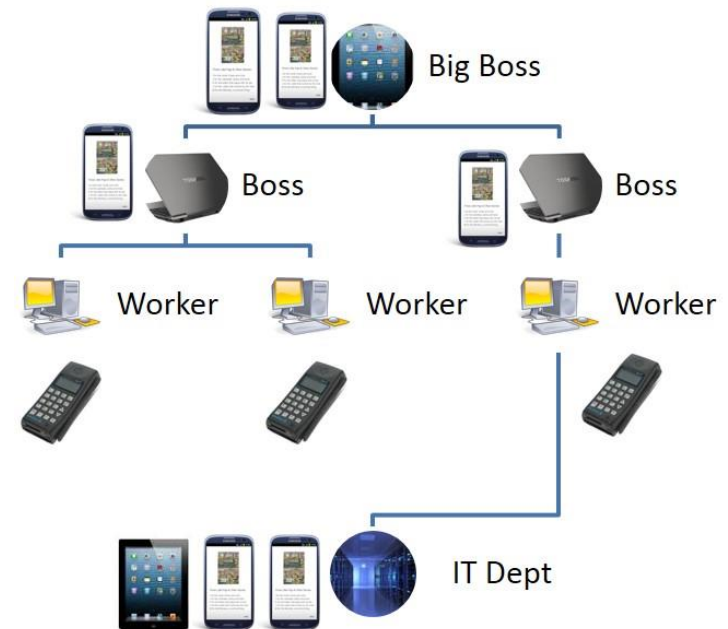
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# The Information Challenge

- Awesome development of technology
- Festooned the organisation (and the people) with 'kit'
- Bolted on NOT integrated
- 80% plus of data is unstructured
  - Word documents
  - Emails
  - Pictures
  - Scans



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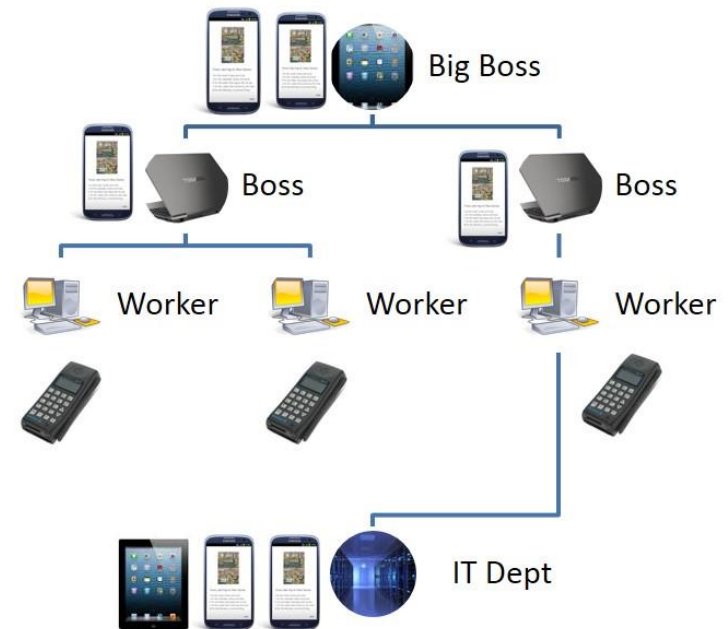
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# The Information Challenge

- Massively effective Data Proliferation Engine
- Beckford's Law:
  - “The more data we have, the less information we have, relatively”



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# The Information Challenge

- Massively effective Data Proliferation Engine

- Beckford's Law:

- “The more data we have, the less information we have, relatively”

Data proliferates as a function of:

the number of users  
multiplied by the number of devices  
multiplied by the number of applications  
multiplied by the number of back ups  
multiplied by the ease of transmission (the propagation rate)

Information proliferation is the inverse function.

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Information proliferation is the inverse function.

**information is more important than technology**

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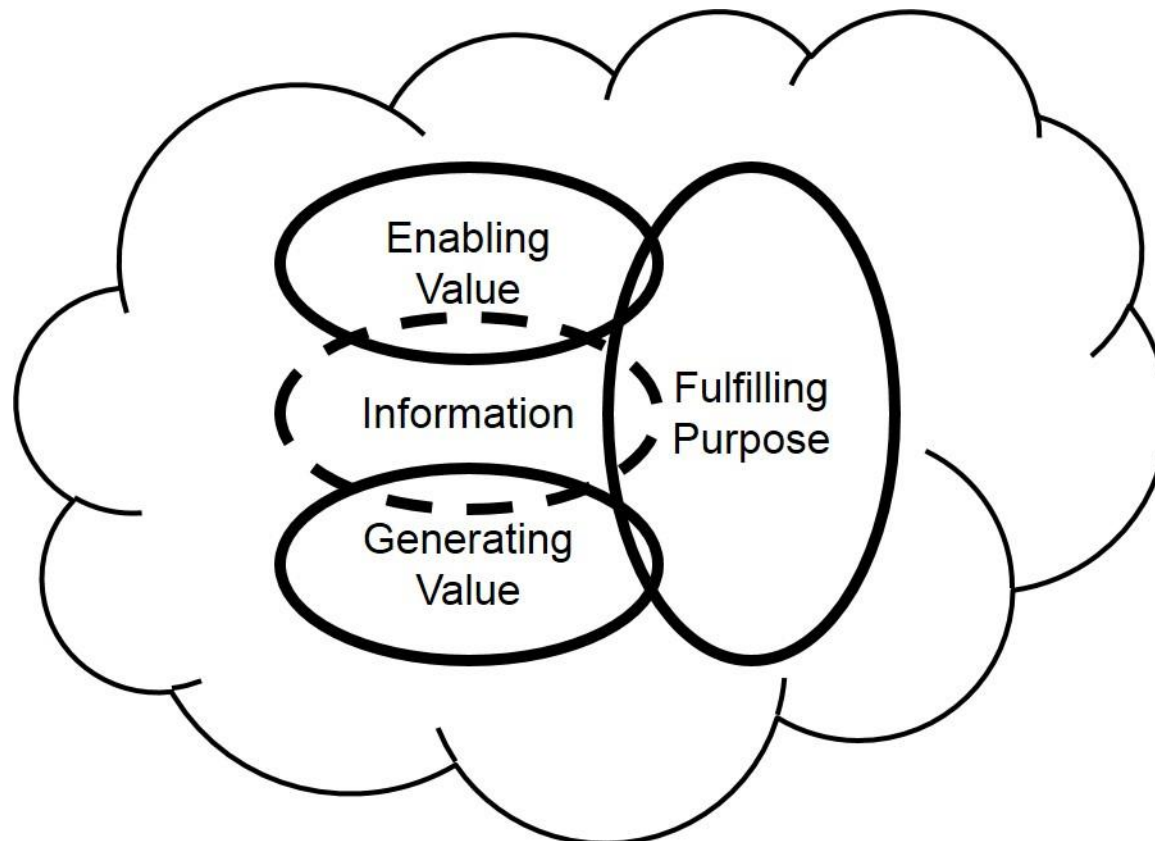
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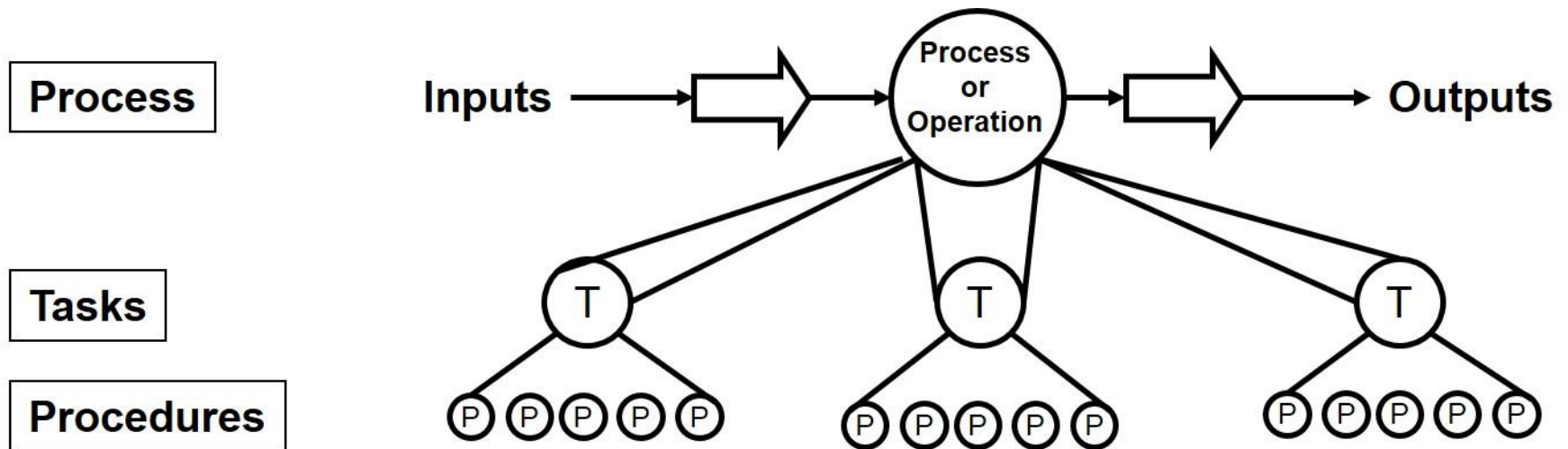
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# Generating Value



**A process is the chain of activities that deliver value to customers.**

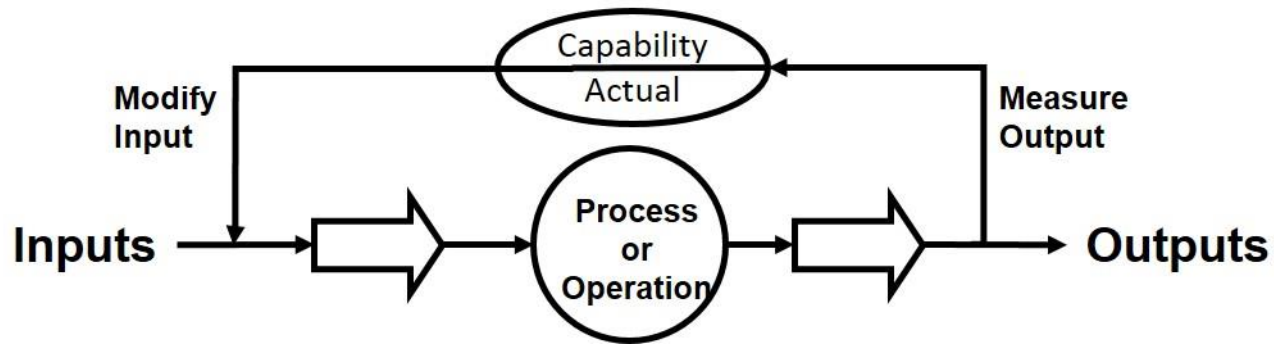
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## Information for Decisions

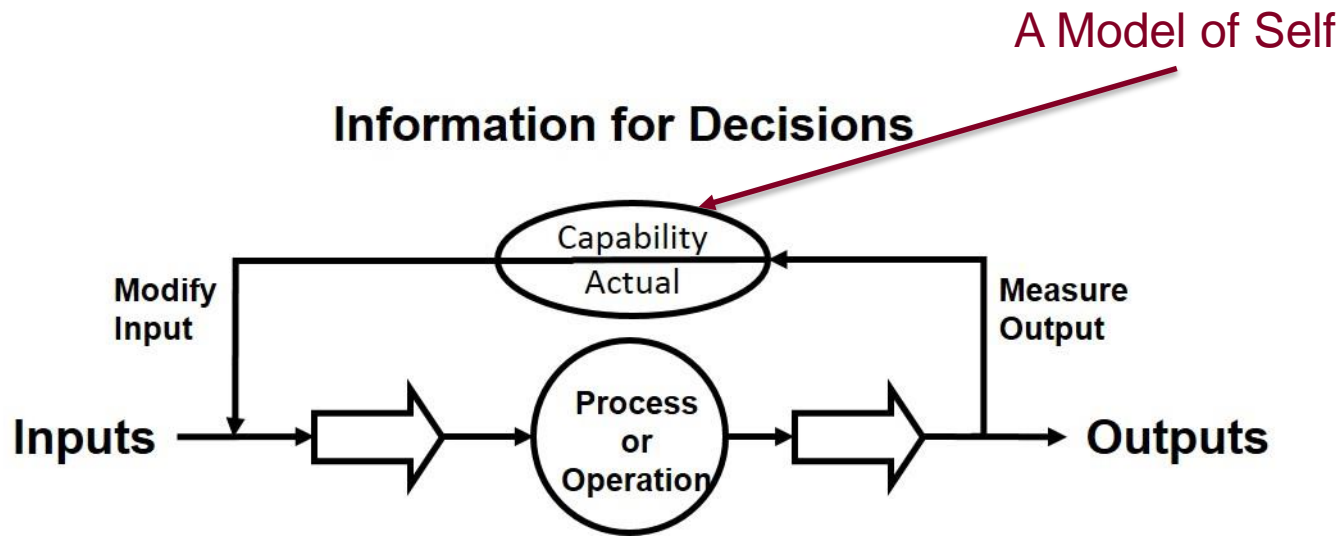


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## The Homeostat: The Fundamental Unit of Organisation

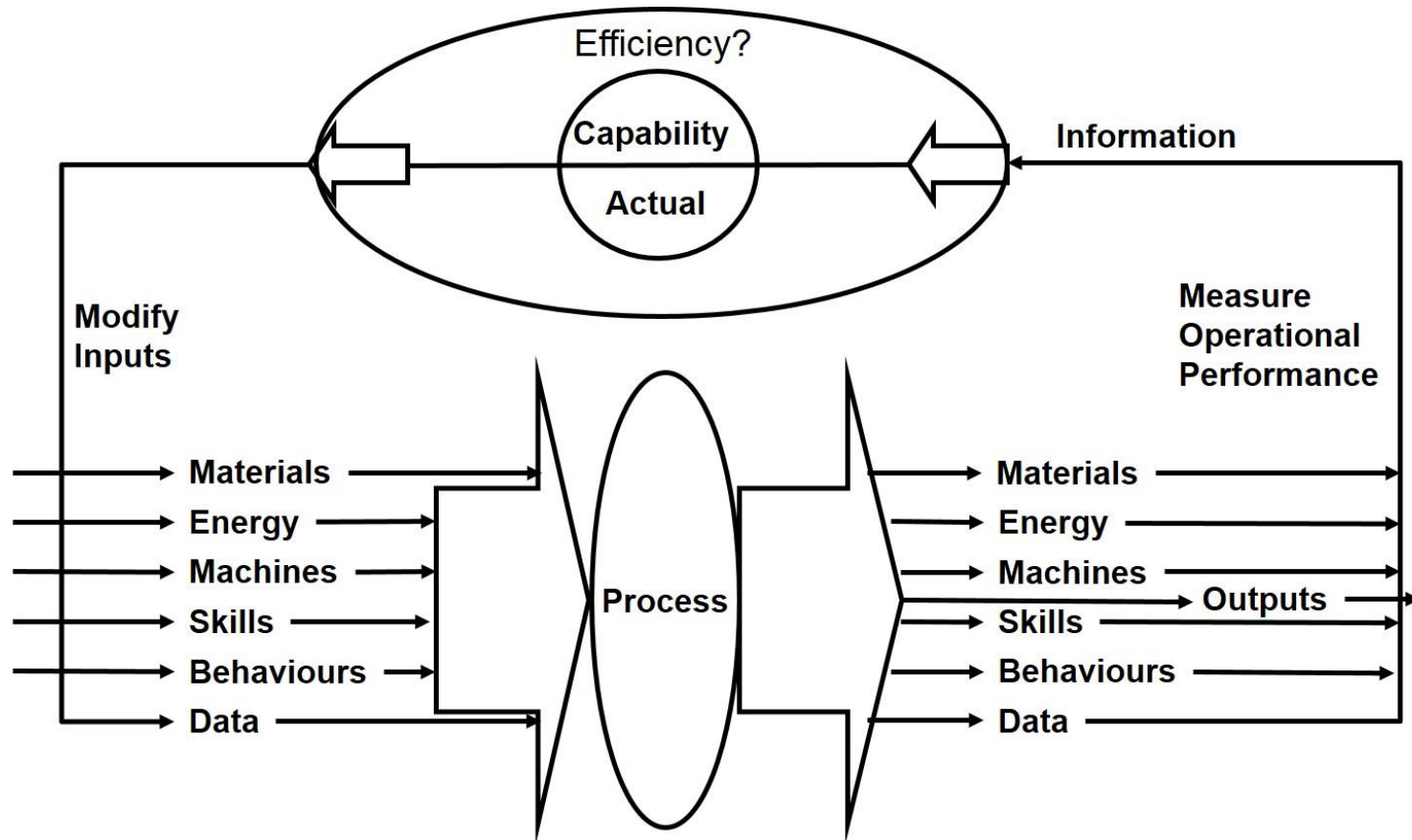
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# Generating Value



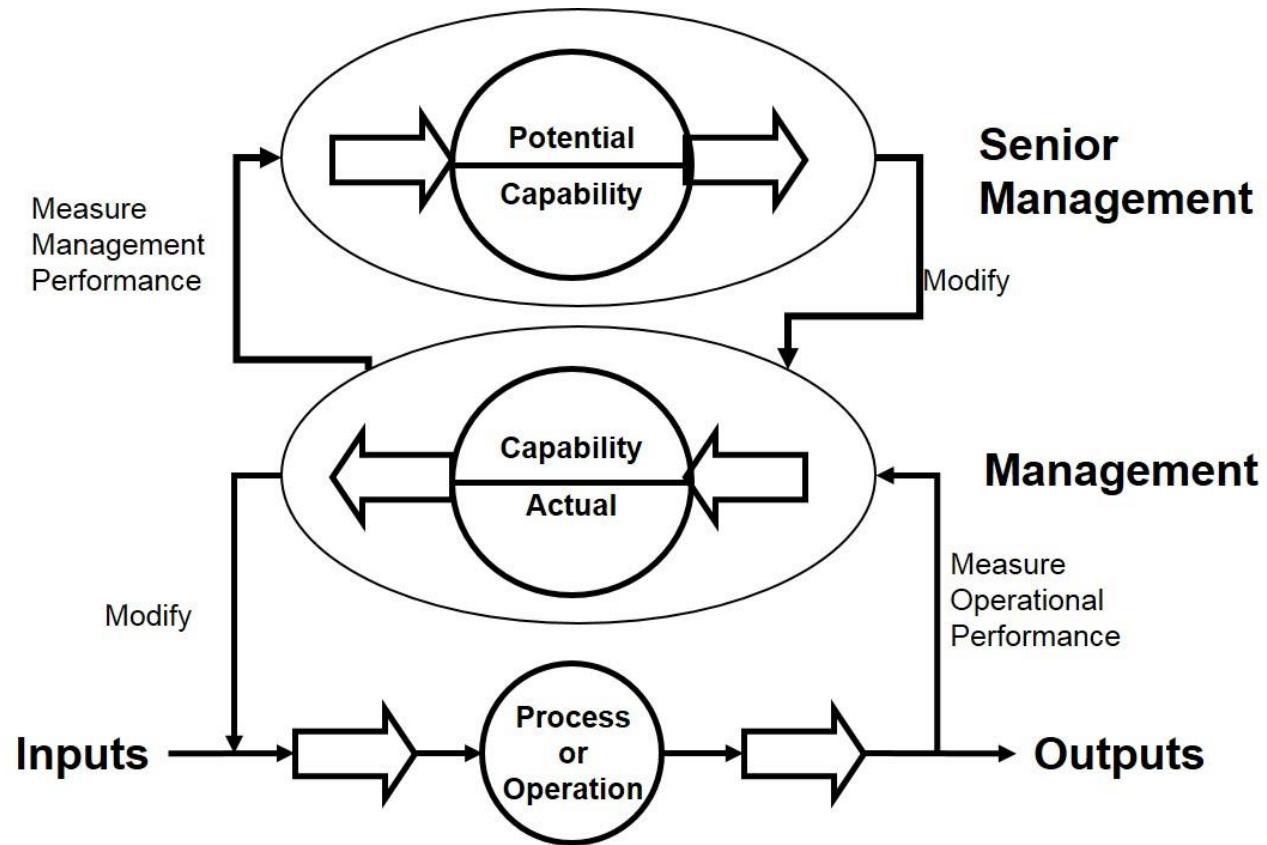
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# Generating Value



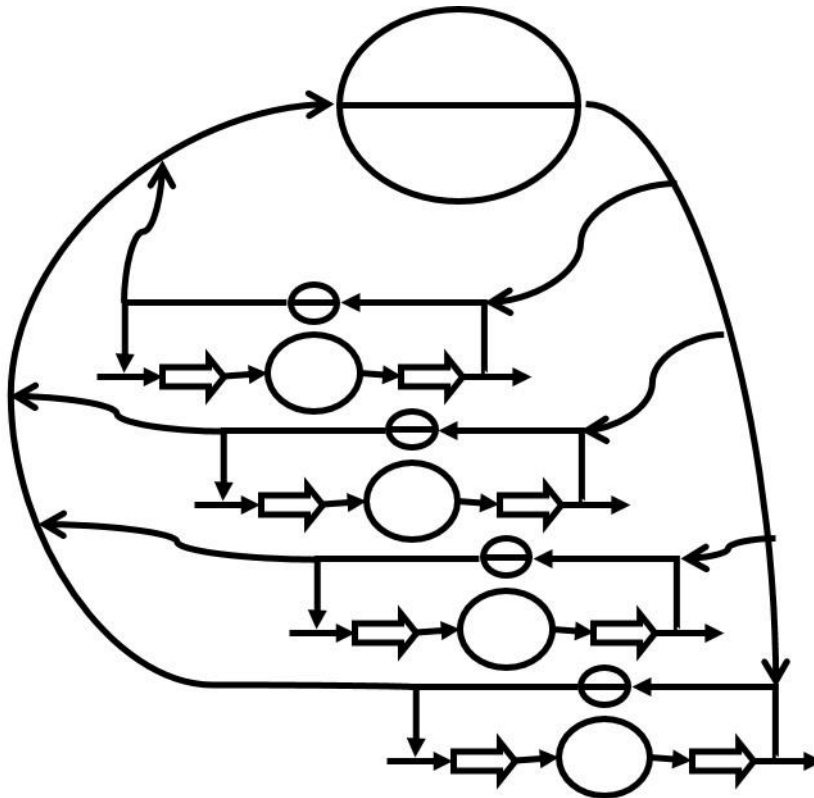
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# “Managing Doing” Generating Value



## Multiple Processes

Each self-regulating  
Each enjoying (some) autonomy  
Each probabilistic in behaviour

## BUT

Can only do what it has been  
designed to do

Autonomic NOT Intelligent!

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# “Managing Managing” Enabling Value

- “Managing the present” is not enough
- Must also “Create the Future”

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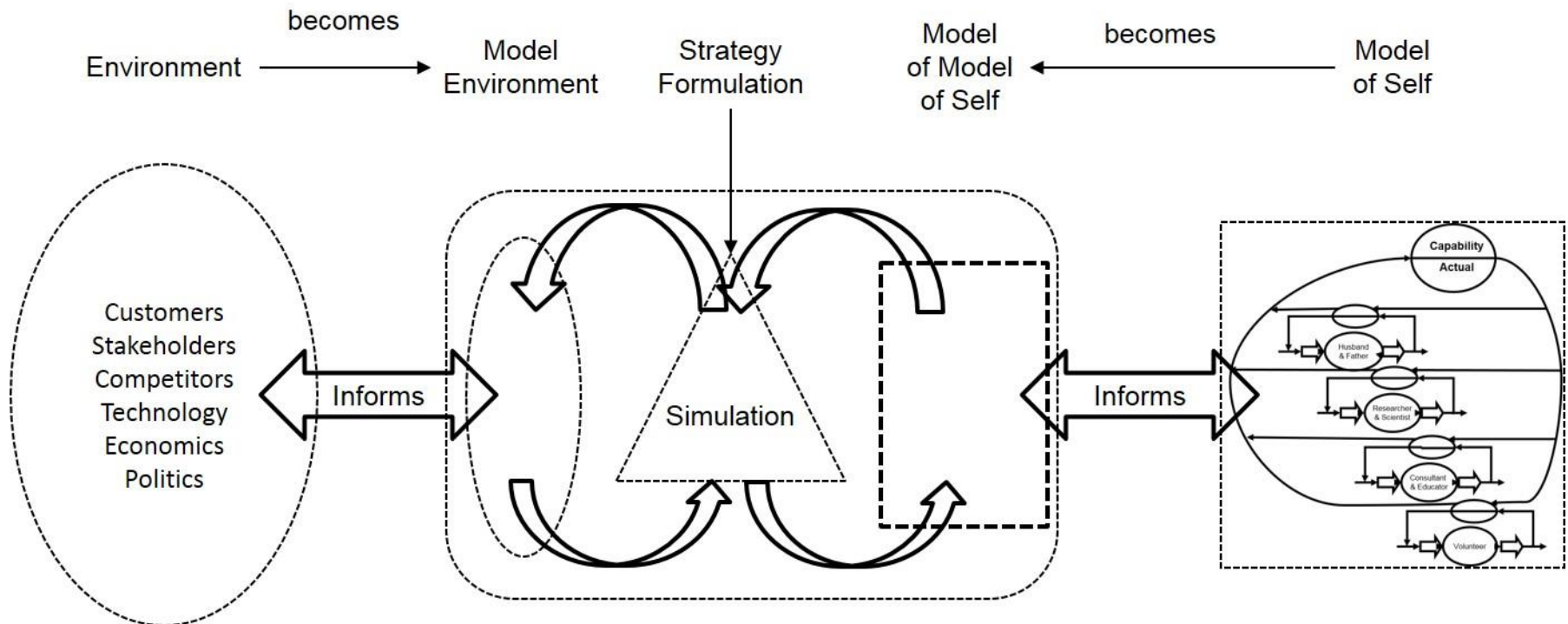
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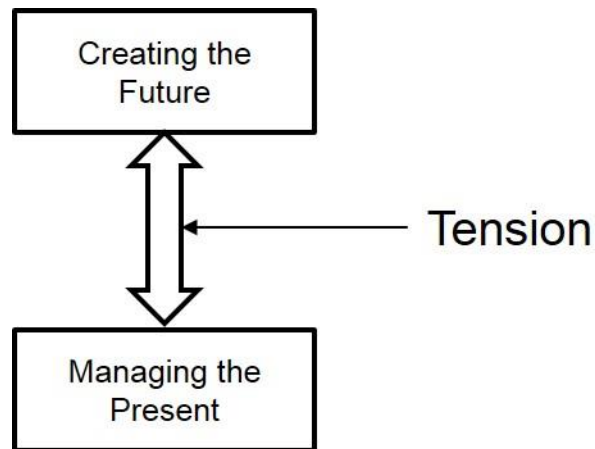
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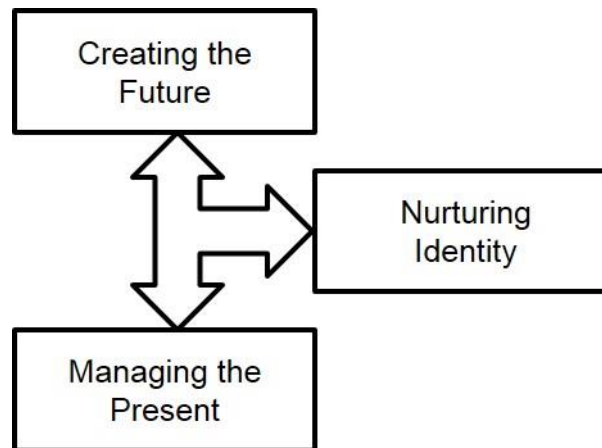
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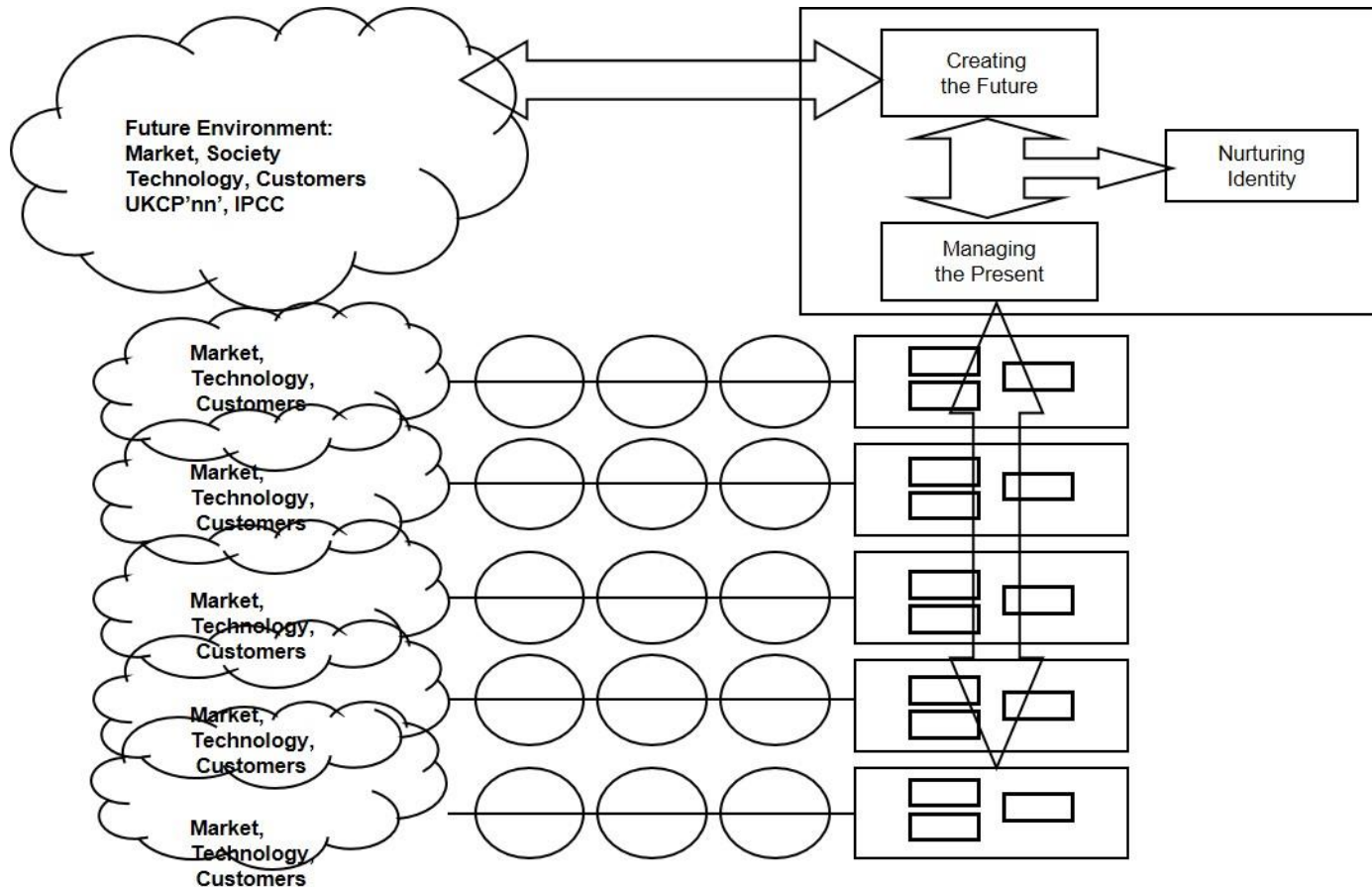
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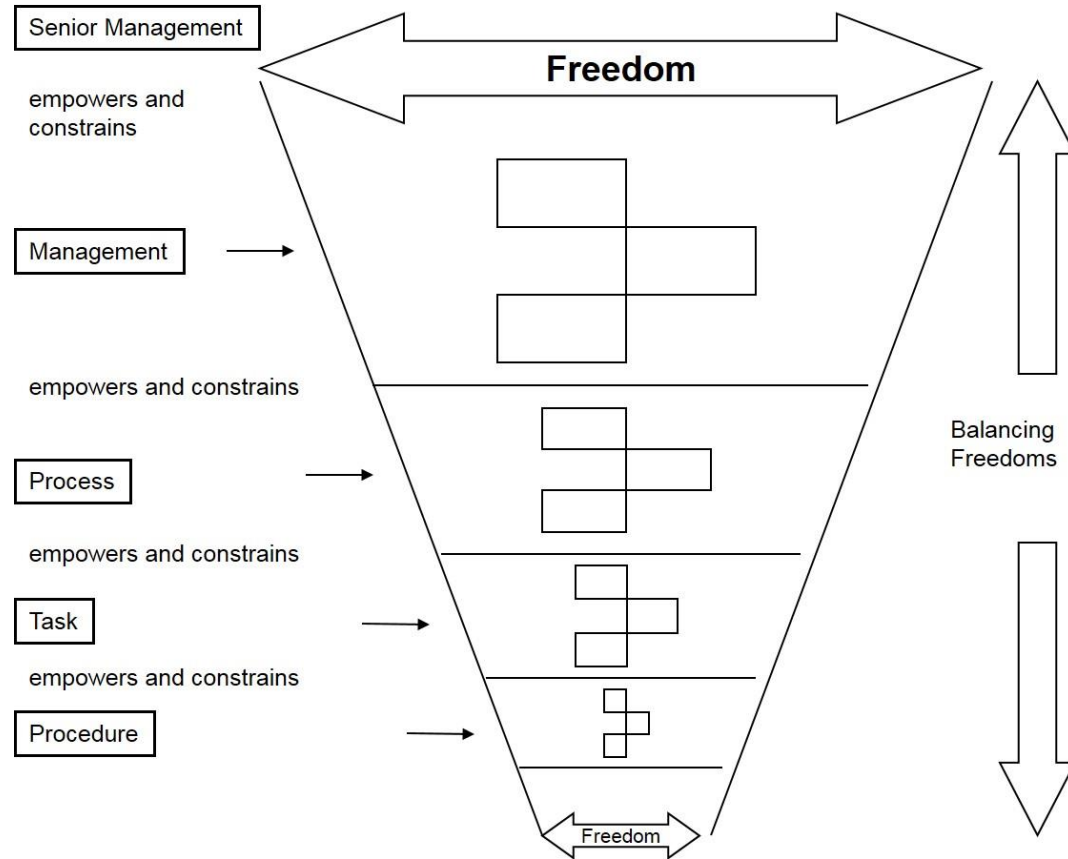
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# Managing Autonomy



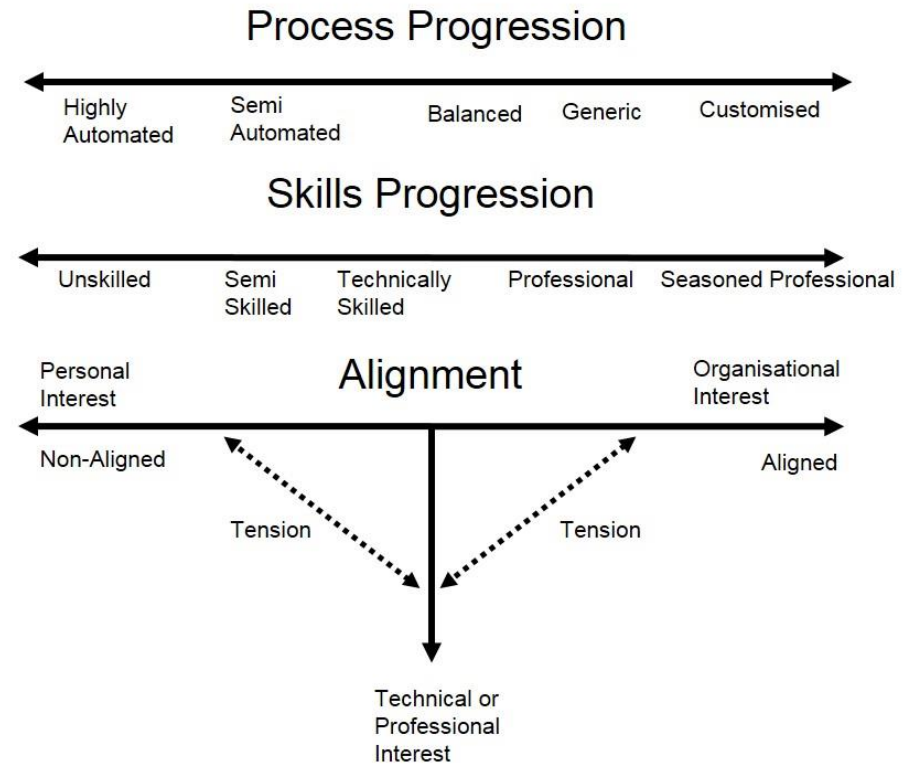
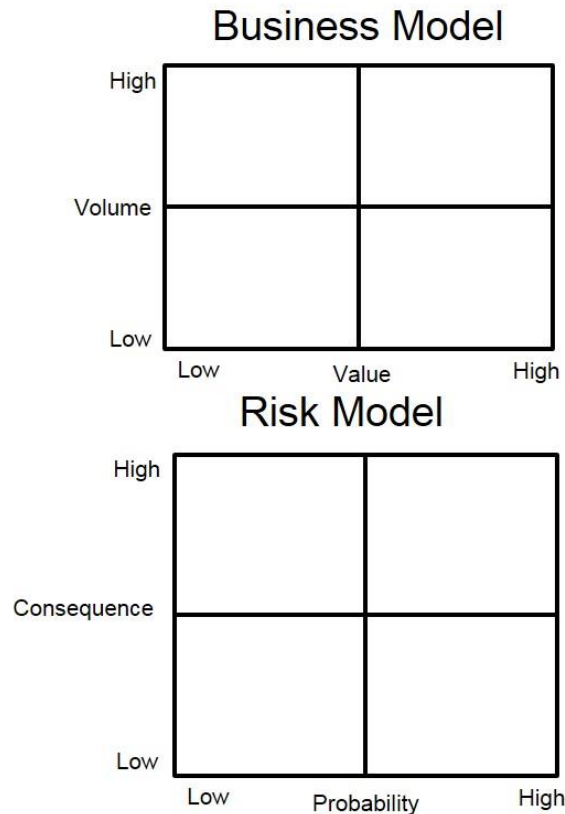
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# Managing Autonomy



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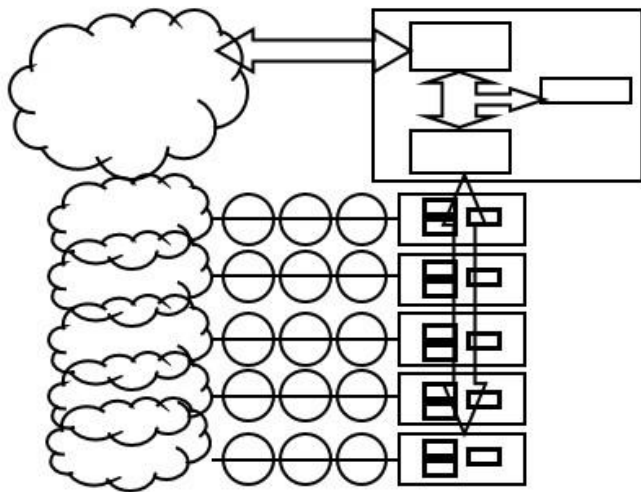
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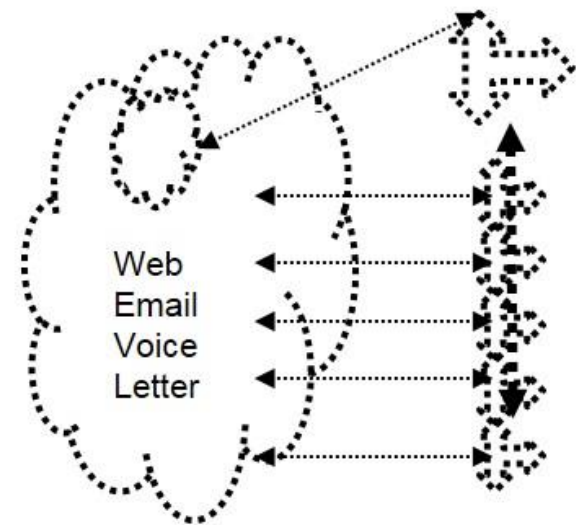
# Information for Business Value

## Intelligent Organisation



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## Information Architecture



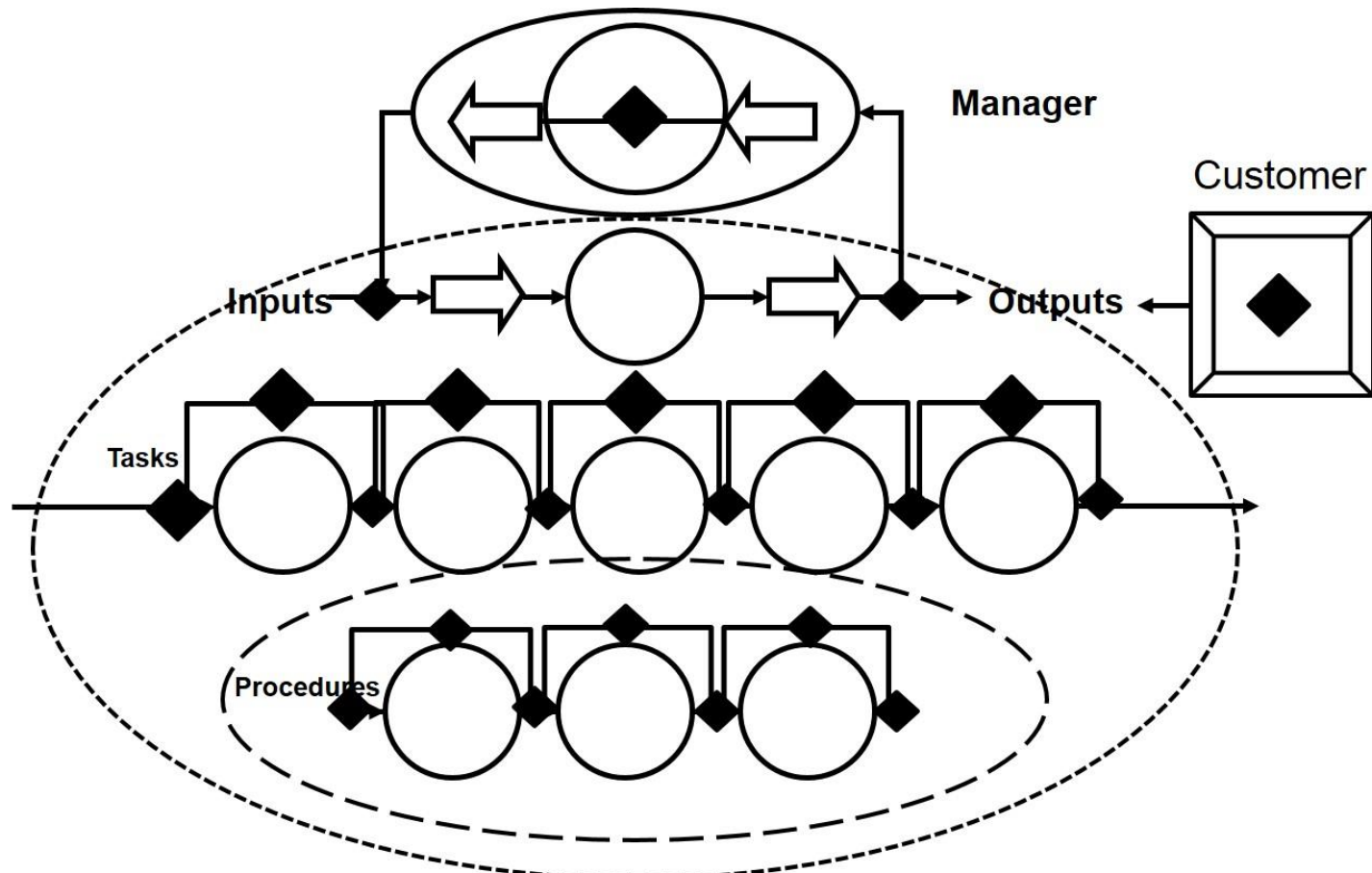
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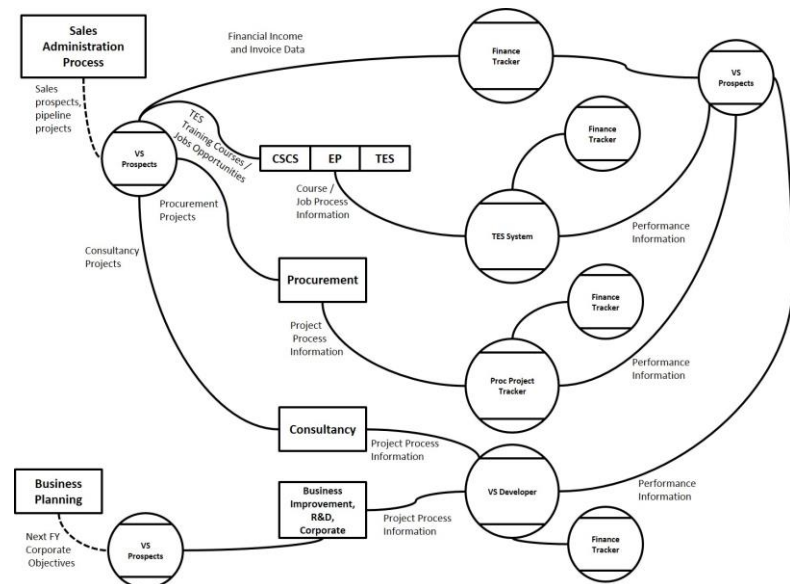


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# The Lean Information System

- Understand what decisions need to be made
- Pull through the data
- Create a structure in which data is captured once, used many times



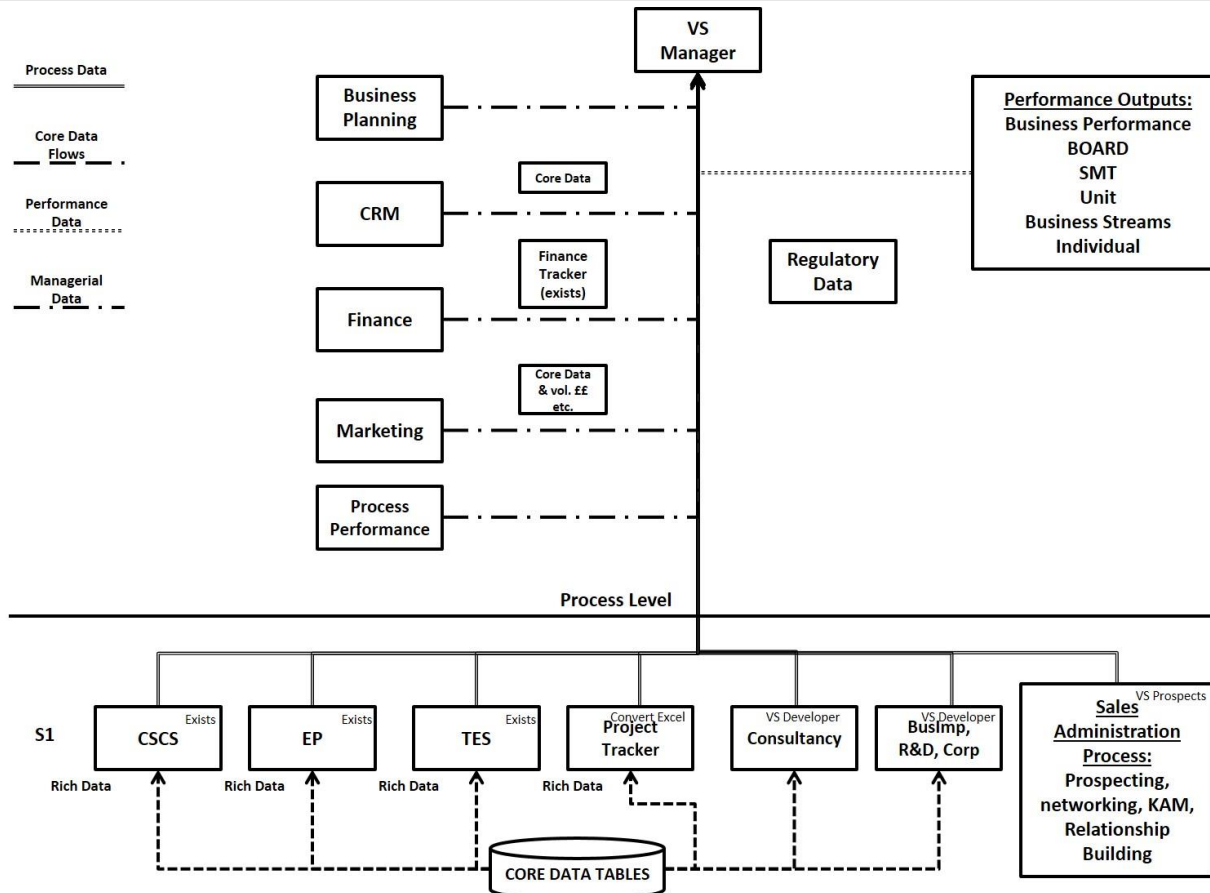
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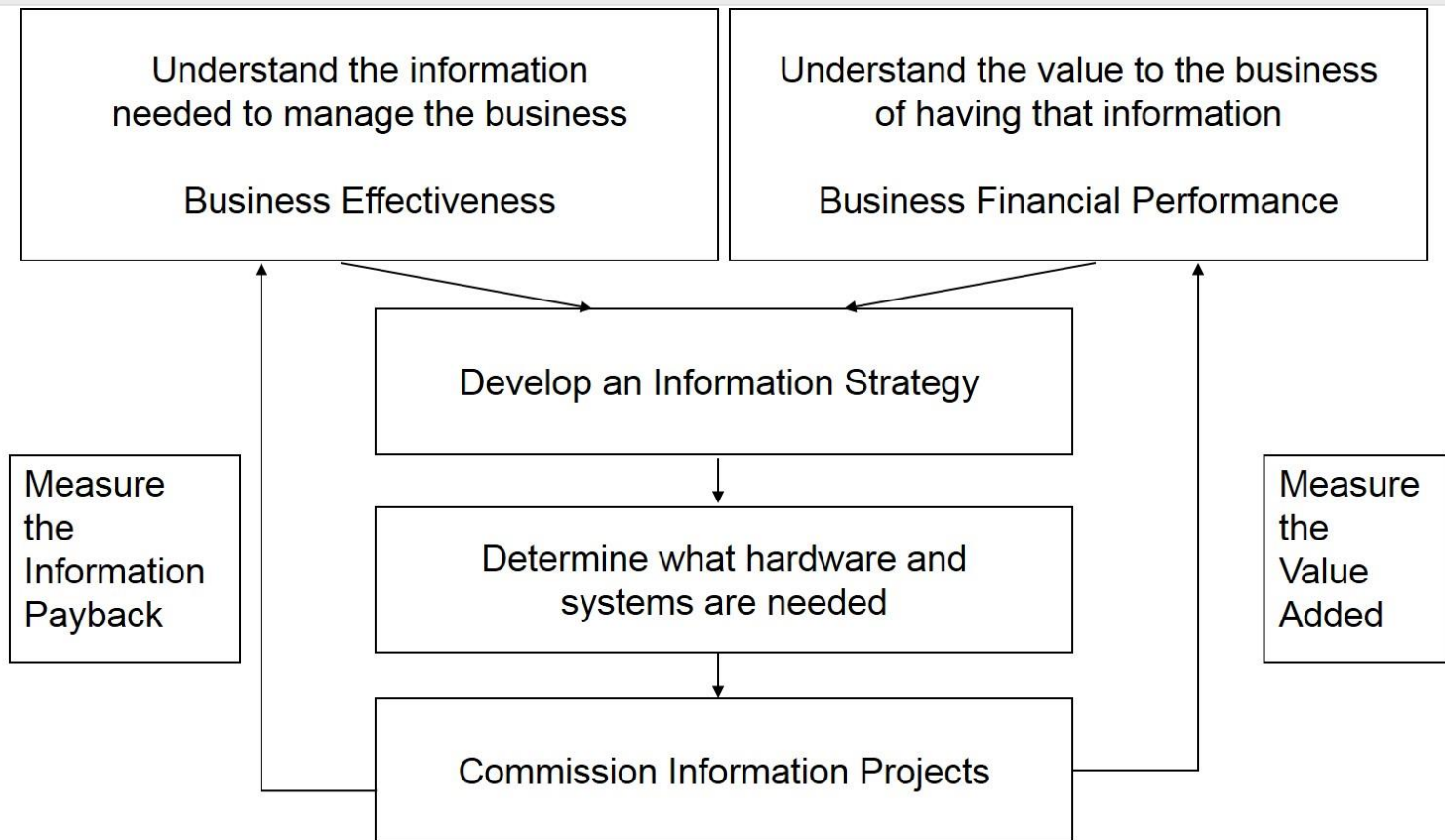
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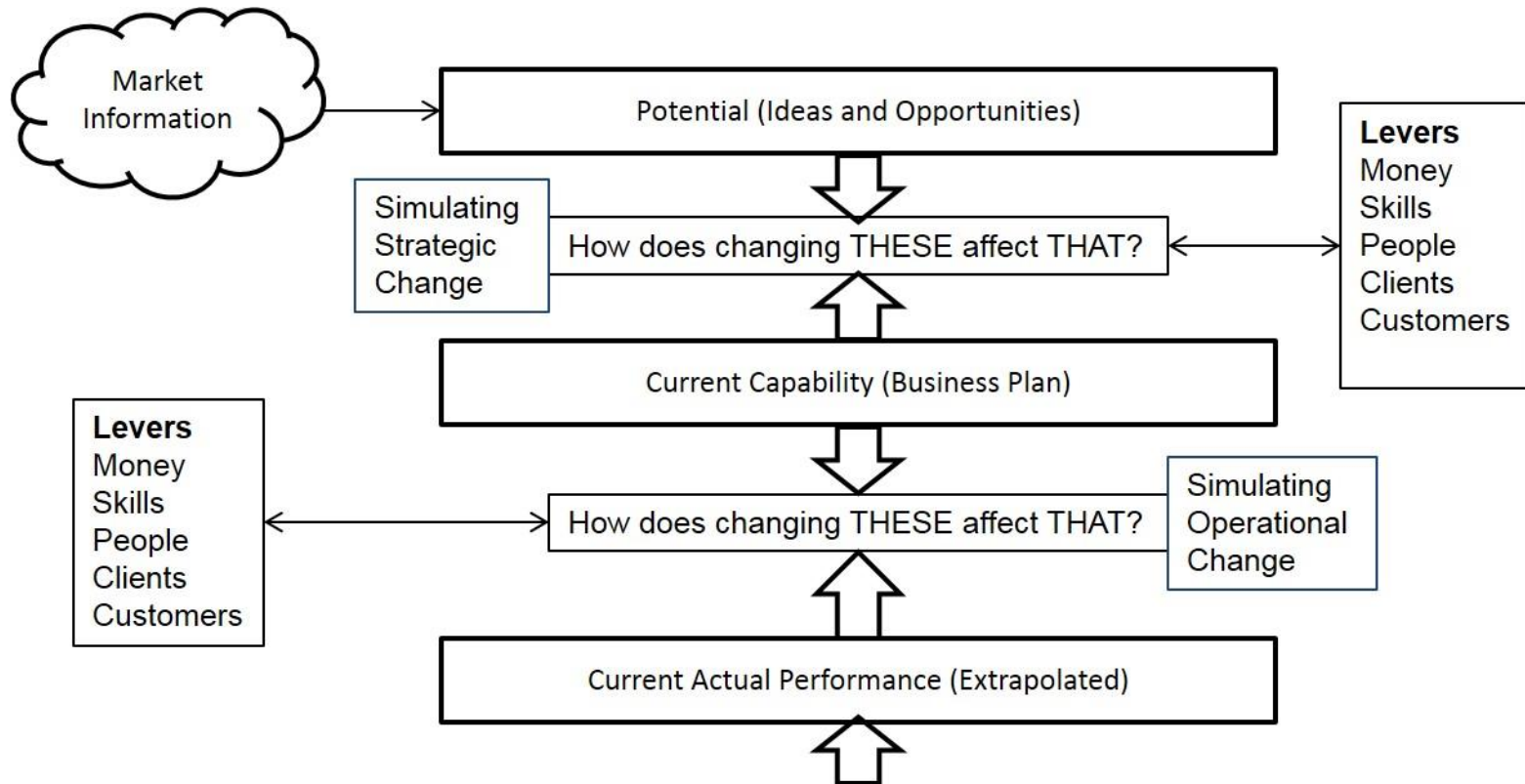
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# Information for Managing Performance

- Self-regulation built in to the homeostat
- So, do we need to manage performance?
  - Not locally
  - BUT across the whole
    - Synthesis, integration!

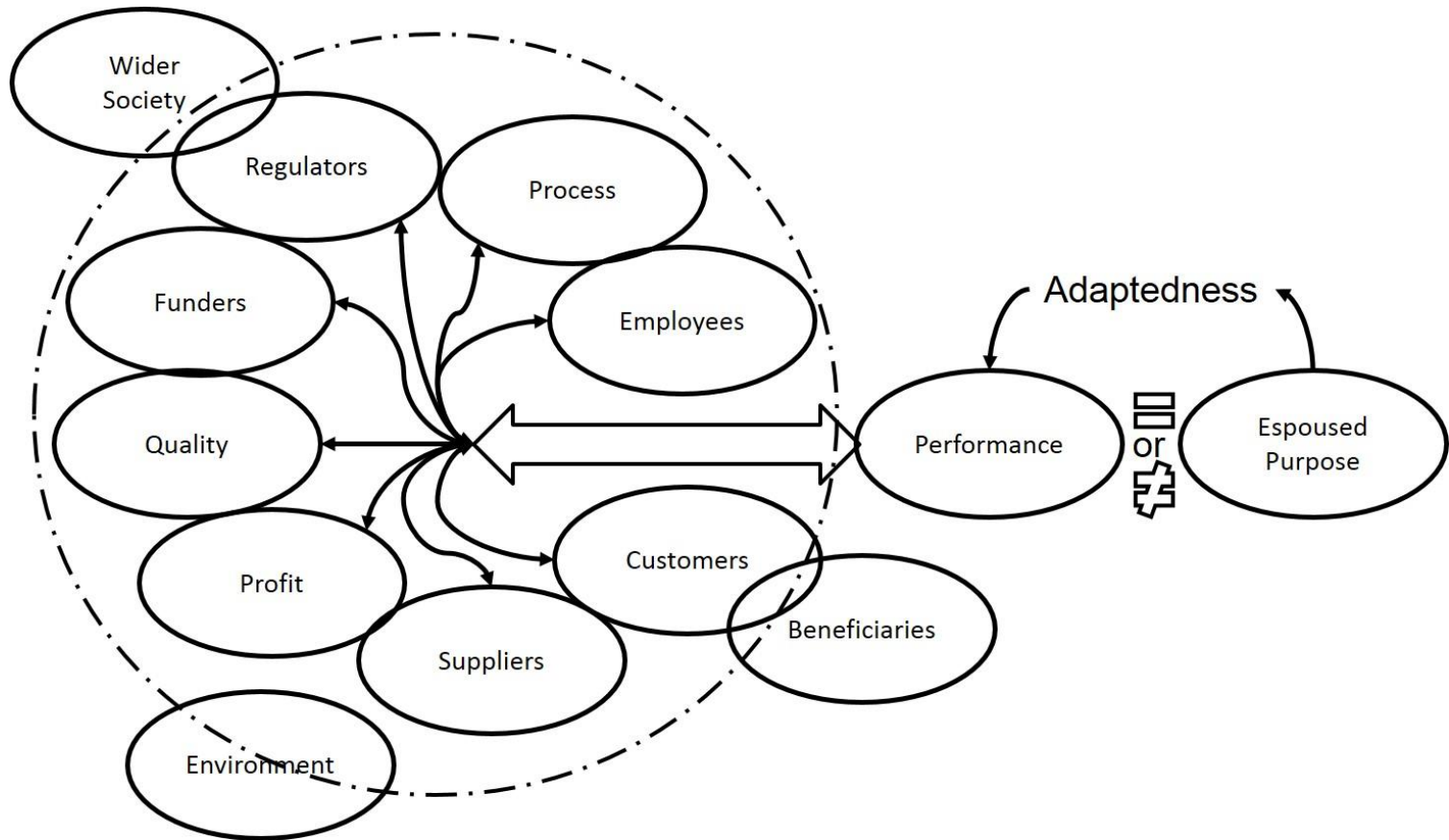
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# Information for Managing Performance



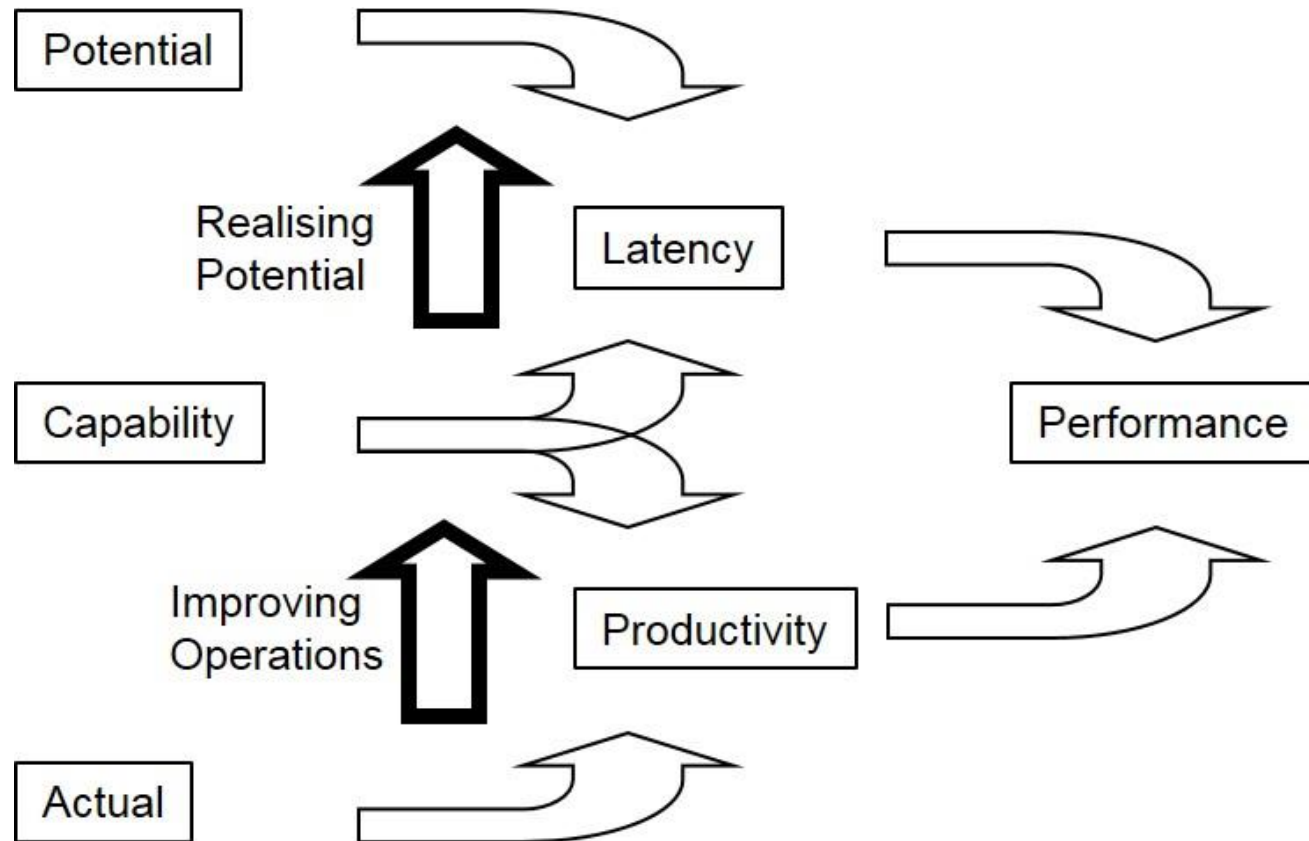
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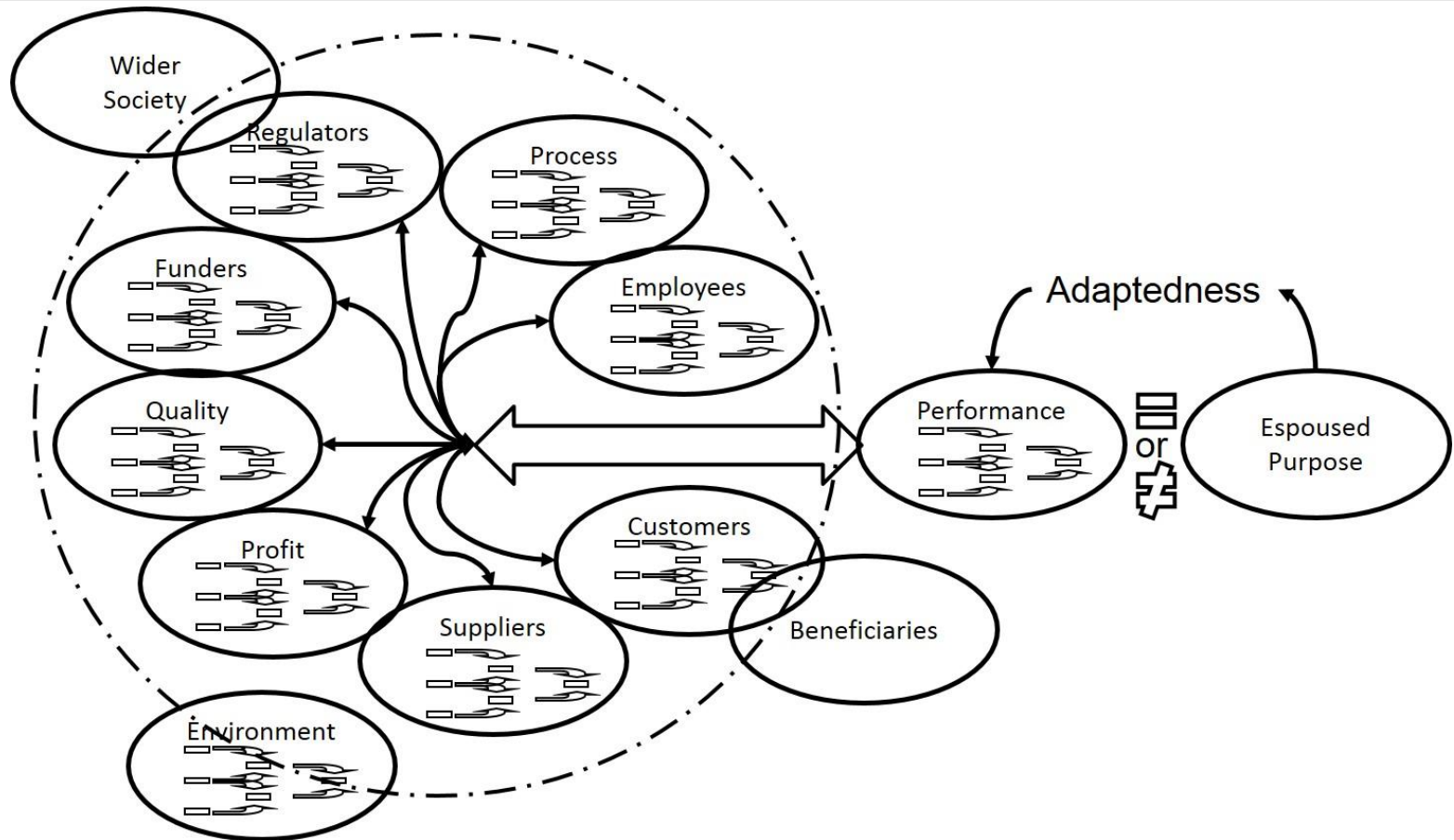
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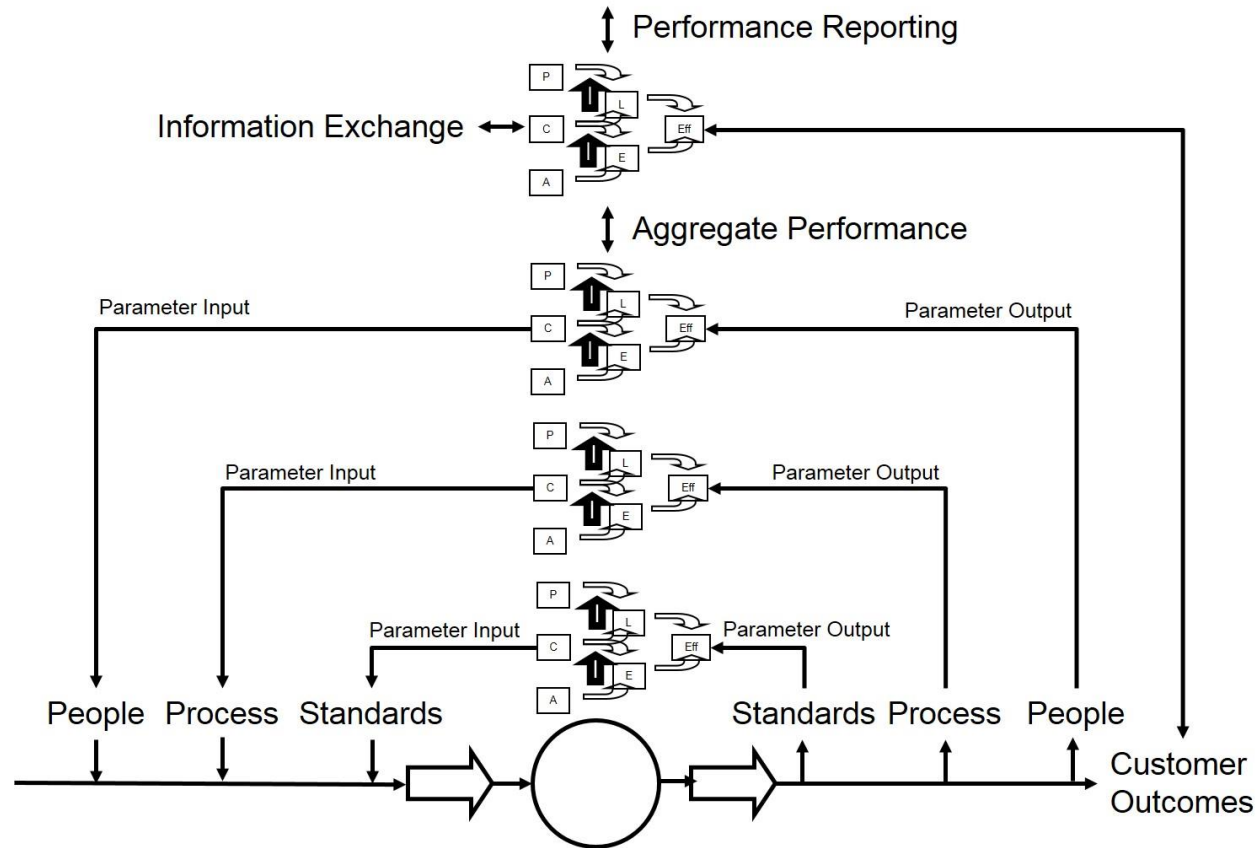
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# The Value of Intelligent Organisation

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# The Value of Intelligent Organisation

- How might we understand the value of information:
  - How much is a happy customer worth?
    - *Net Profit per Item \* Number of Repeat Purchases = £V(😊)*
  - What is the value of time in the market?
    - *Net Profit per Item \* Volume per Day \* Number of Days advantage*
  - What is the true cost of error or failure?
    - *Measure of opportunities missed?*
  - How productive are we?
    - *Measure of the actual performance against capability*

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# The Value of Intelligent Organisation

- Paper
  - Area: Operations and Logistics
  - Impact
    - £5m pa
    - 20% on bottom line
- Railways
  - Area: TOC Performance
  - Impact
    - £5m pa
    - = 10% on bottom line
- Rail Infrastructure
  - Area: Network Failure
  - Impact
    - Increased track availability
    - Increased network resilience
- Water
  - Area: Asset Management
  - Impact
    - £50m pa
    - 20% reduction in capital spend for the same performance
- Logistics
  - Area: Operational Effectiveness
  - Impact
    - £16m pa
- Social Care
  - Area: Operations
  - Impact
    - £5m pa

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