

**Präsentation am 29.01.2008  
auf der Learntec 2008 in Karlsruhe**

# Enterprise 2.0 – eine Revolution im Denken ist gefragt!



# Die Diskussion um Web 2.0 und Enterprise 2.0

Web 2.0: is the network as platform, [...] an „architecture of participation [...] going beyond the page metaphor of Web 1.0.



Tim O'Reilly

Web 2.0: nobody even knows what it means.



Tim Berners Lee

E 2.0 is the use of emergent social software platforms within companies, or between companies and their partners or customers.



Andrew McAfee

E 2.0 is the widespread adoption of social media and participative technologies in order to transform culture and decision-making in large organisations.



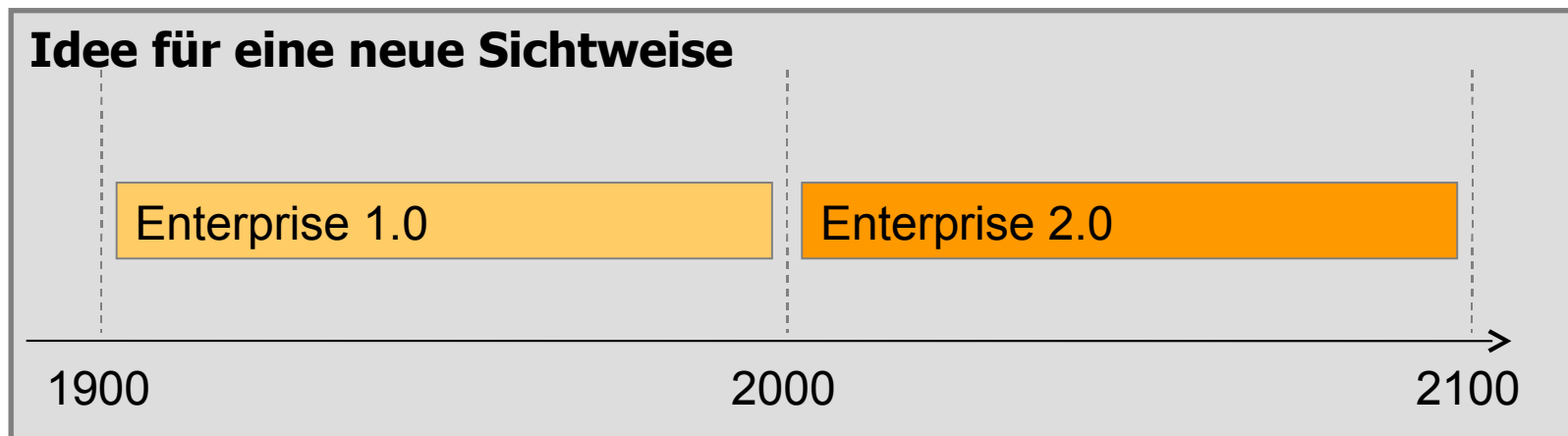
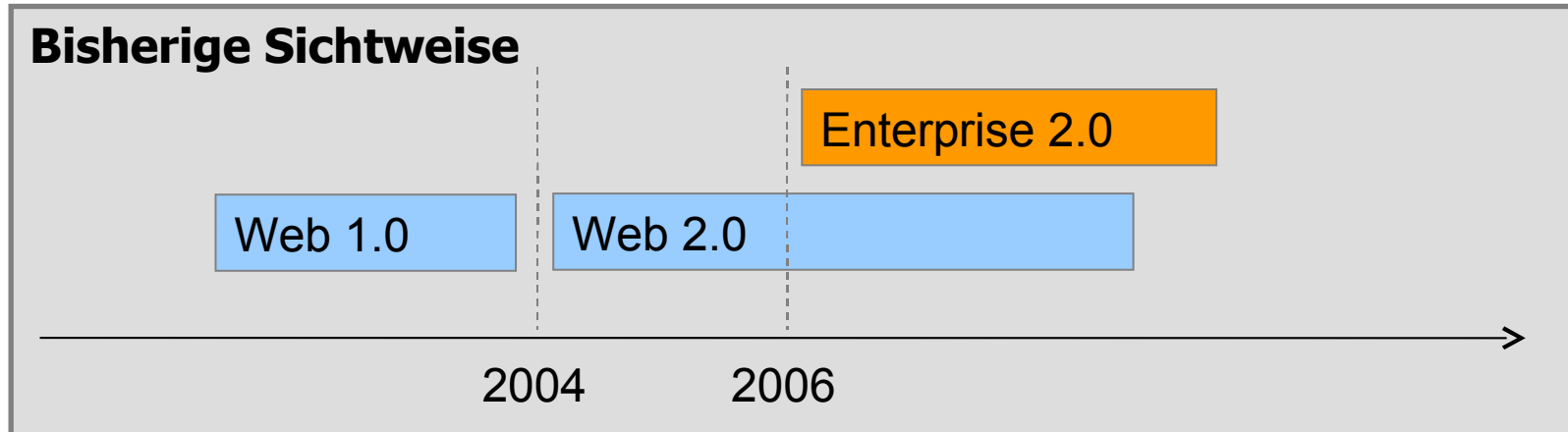
Tom Davenport

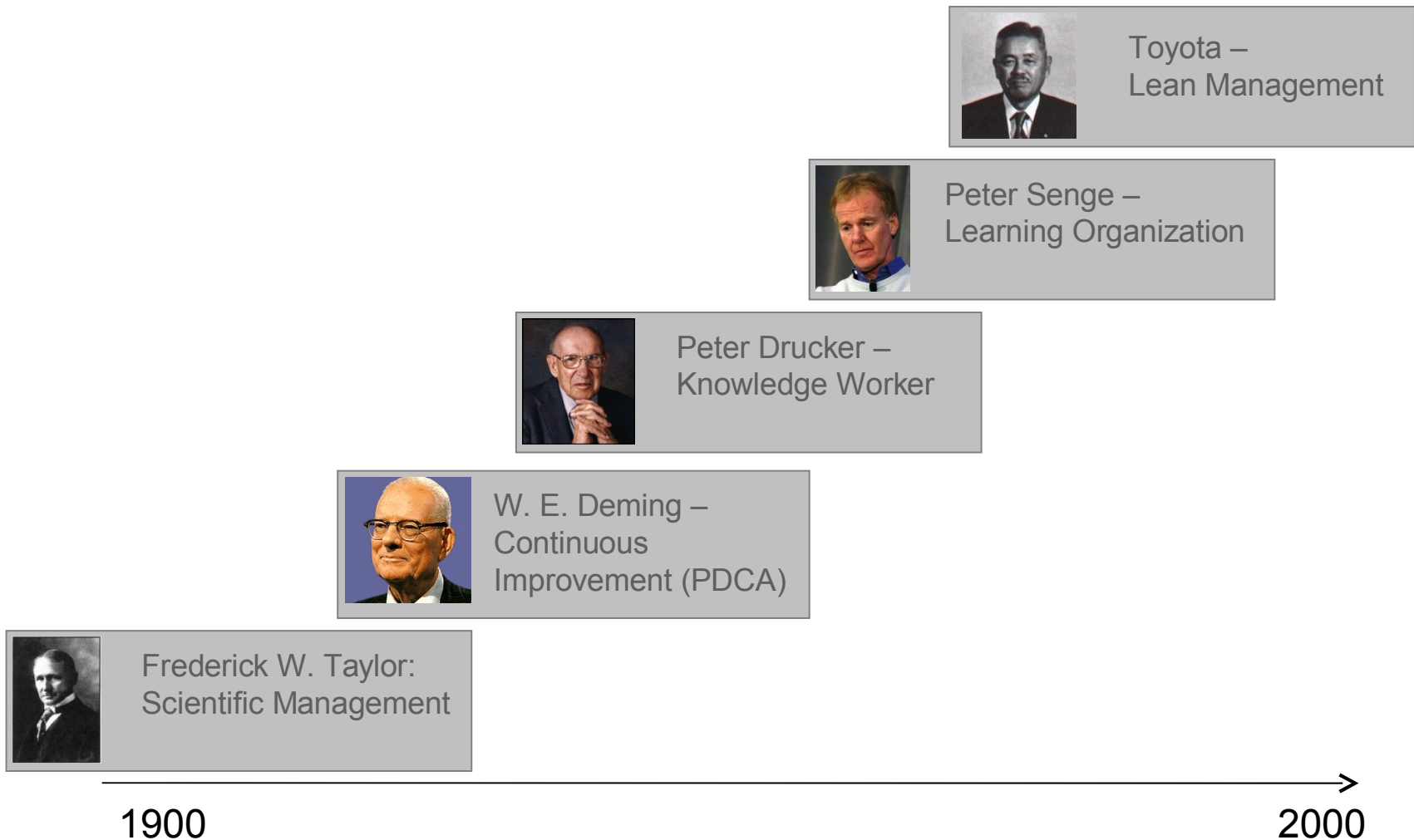
E 2.0 is more a state of mind than a product you can purchase.



Dion Hinchcliff

# Mein Vorschlag: Wechsel der Betrachtungsweise





1. They (manager) **develop a science for each element of a man`s work**, which replaces the old rule-of-thumb method.
2. They **scientifically select and then train, teach and develop the workmen** (worker), whereas in the past he chose his own work and trained himself as best he could.
3. They **heartily cooperate with the men** so as to insure all of the work being done in accordance with the principles of the science which has been developed.
4. There is an almost **equal division of the work and the responsibility between the management and the workmen**. The management take over all work for which they are better fitted than the workmen, while in the past almost all of the work and the greater part of the responsibility were thrown upon the men.



Quelle: Frederick W. Taylor: The Principles of Scientific Management.

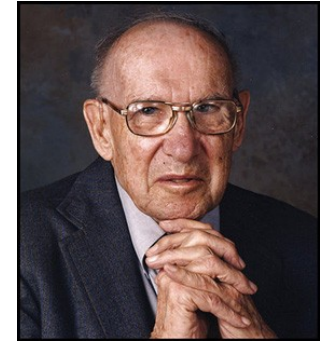
1. **Create constancy of purpose for the improvement of product and service**, with the aim to become competitive, stay in business, and provide jobs.
2. **Adopt a new philosophy of cooperation (win-win) in which everybody wins** and put it into practice by teaching it to employees, customers and suppliers.
3. Cease dependence on mass inspection to achieve quality. Instead, improve the process and build quality into the product in the first place.
4. End the practice of awarding business on the basis of price tag alone. Instead, minimize total cost in the long run. Move toward a single supplier for any one item, based on a long-term relationship of loyalty and trust.
5. **Improve constantly, and forever**, the system of production, service, planning, of any activity. This will improve quality and productivity and thus constantly decrease costs.
6. Institute training for skills.
7. Adopt and institute leadership for the management of people, recognizing their different abilities, capabilities, and aspiration. **The aim of leadership should be to help people, machines, and gadgets do a better job.** Leadership of management is in need of overhaul, as well as leadership of production workers.
8. **Drive out fear and build trust so that everyone can work more effectively.**
9. **Break down barriers between departments.** Abolish competition and build a win-win system of cooperation within the organization. People in research, design, sales, and production must work as a team to foresee problems of production and use that might be encountered with the product or service.
10. Eliminate slogans, exhortations, and targets asking for zero defects or new levels of productivity. Such exhortations only create adversarial relationships, as the bulk of the causes of low quality and low productivity belong to the system and thus lie beyond the power of the work force.
11. Eliminate numerical goals, numerical quotas and management by objectives. Substitute leadership.
12. **Remove barriers that rob people of joy in their work.** This will mean abolishing the annual rating or merit system that ranks people and creates competition and conflict.
13. **Institute a vigorous program of education and self-improvement.**
14. **Put everybody in the company to work to accomplish the transformation. The transformation is everybody's job.**



Quelle: W.E. Deming: Out of the Crisis.

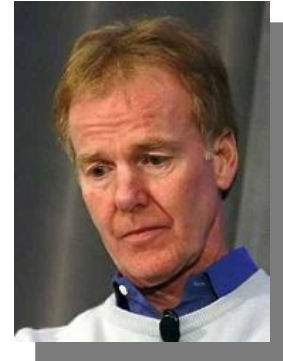
# Peter Drucker - Die 6 Hauptfaktoren für die Produktivität von Wissensarbeitern

1. Knowledge Worker Productivity demands that we ask the question **„What is the task?“**
2. It demands that we **impose the responsibility for their productivity on the individual knowledge workers themselves**. Knowledge workers have to manage themselves. They have to have autonomy.
3. **Continuing innovation has to be part of the work**, the task and the responsibility of the knowledge workers.
4. **Knowledge work requires continuous learning** on the part of the knowledge worker, **but equally continuous teaching** on the part of the knowledge worker.
5. Productivity of the knowledge worker is not –at least not primarily– a matter of the quantity of output. Quality is at least as important.
6. Finally, knowledge-worker productivity requires that **the knowledge worker is both seen and treated as an „asset“ rather than a „cost“**. It requires that knowledge workers want to work for the organization in preference to all other opportunities.



Quelle: Peter Drucker: Management Challenges for the 21st Century.

- 1. Personal Mastery:** kontinuierliche Weiterentwicklung der persönlichen Vision, Lebenslanges Lernen und das (kaum erreichbare) Ziel der Perfektion.
- 2. Mental Models:** Annahmen, Verallgemeinerungen und Weltbilder.
- 3. Shared Vision:** gemeinsames Bild von der Zukunft, die Wirklichkeit werden soll.
- 4. Team Learning:** Dialog und „freier Fluß von Bedeutung“ in einer Gruppe von Menschen.
- 5. Systems Thinking:** die Kunst, den Wald und die Bäume zu sehen, das Gegenteil von Reduktionismus, keine Anwendung von reduktionistischen Modellen auf komplexe Systeme.



Quelle: Peter Senge: The Fifth Discipline.



- **Section I:** Long-Term Philosophy
- **Section II:** The Right Process will Produce the Right Results
- **Section III:** Add value to the Organization by Developing Your People and Partners
- **Section IV:** Continuously Solving Root Problems Drives Organisational Learning



Quelle: Jeffrey Liker: The Toyota Way.

- **Section I: Long-Term Philosophy**
  - **Principle 1.** Base your management decisions on a long-term philosophy even at the expense of short-term financial goals.



**Quelle:** Jeffrey Liker: The Toyota Way.

- **Section II:** The Right Process will Produce the Right Results
  - **Principle 2.** Create continuous flow to bring problems to the surface.
  - **Principle 3.** Use „pull“ systems to avoid overproduction.
  - **Principle 4.** Level out the work load (heijunka). (Work like the tortoise not the hare.)
  - **Principle 5.** Build a culture of stopping to fix problems, to get quality right the first time.
  - **Principle 6.** Standardized tasks are the foundation for continuous improvement and employee empowerment.
  - **Principle 7.** Use visual control so no problems are hidden.
  - **Principle 8.** Use only reliable, thoroughly tested technology that serves people and processes.



Quelle: Jeffrey Liker: The Toyota Way.

- **Section III:** Add value to the Organization by Developing Your People and Partners
  - **Principle 9.** Grow leaders who thoroughly understand the work, live the philosophy, and teach it to others.
  - **Principle 10.** Develop exceptional people and teams who follow your company's philosophy.
  - **Principle 11.** Respect your extended network of partners and suppliers by challenging them and helping them improve.



Quelle: Jeffrey Liker: The Toyota Way.

- **Section IV: Continuously Solving Root Problems Drives Organisational Learning**
  - **Principle 12.** Go and see for yourself to thoroughly understand the situation (genchi genbutsu).
  - **Principle 13.** Make decisions slowly by consensus, thoroughly considering all options; implement decisions rapidly.
  - **Principle 14.** Become a learning organization through relentless reflection (hansei) and continuous improvement (kaizen).



Quelle: Jeffrey Liker: The Toyota Way.

## **Arbeitsdefinition Enterprise 2.0:**

Ein Enterprise 2.0 ist eine Lernende Organisation, deren Zweck am Wohl aller Menschen ausgerichtet ist und die für ihre Wissensarbeiter eine Wissensinfrastruktur bereit stellt, die schlanke Wissensarbeit ermöglicht.

## Ein Enterprise 2.0

2. sieht sich als Lernende Organisation, als komplexes und sozio-technisches System.
3. hat einen Zweck, der am nachhaltigen Wohl aller Menschen orientiert ist.
4. ist eine Gemeinschaft von Menschen, in der (Wissens-)Manager und (Wissens-)Arbeiter eine gemeinsame Vision haben.
5. schätzt das Zusammenarbeiten in der Gruppe als Wert an sich.
6. arbeitet kontinuierlichen an einer wissensfreundlichen Organisationskultur mit Werten wie Vertrauen, Angstfreiheit, Offenheit, Toleranz, Respekt und Wertschätzung.
7. ist prozessorientiert und wendet Wissen auf alle und in allen Prozessen an. Das Ideal ist der „schlanke Prozess“.
8. sieht individuelles Lernen und Team Lernen mit dem PDCA-Zyklus als Voraussetzung für kontinuierliche Verbesserung.
9. fördert Systemdenken, Autonomie, Selbstorganisation und den professionellen Umgang mit Wissen bei allen Wissensarbeitern.
10. stellt den Wissensarbeitern eine Wissensinfrastruktur zur Verfügung, die „schlanke Wissensarbeit“ ermöglicht.

In welcher Art von Enterprise 2.0 möchten Sie arbeiten?



Mahatma Gandhi

„Be the change  
you want to see in  
the world.“



Danke!

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**Hinweis:** Folien und Podcast unter <http://www.cogneon.de/node/2350>