Chapter 15
The **Opportunities** and Challenges Ahead

- **5 Learning Disciplines**
  - Personal Mastery – High level of proficiency
  - Mental Models – Deeply ingrained assumptions, generalizations, and images.
  - Shared Vision – A common identity that describes how employees and others view an organization.
  - Team Learning – Learning experienced by multiple people through dialogue (exploring other’s ideas)
  - Systems Thinking – A conceptual framework for understanding a “whole” enterprise, not just the parts.

- **Process vs. Function**
  - Simple jobs require complex processes
    - Sequential simple jobs 1,2,3...
      - Customer Issue > Order Fulfillment > Customer Service
    - Simple processes result in complex jobs
  - One comprehensive job

- **Process Centered Viewpoint**
  - Process owners are established
  - Employees are considered professionals
  - Employees have a holistic view of work

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- **The Internet mindset**
  - Communication is personal – not mass market
  - Customer contact is interactive – not broadcast
  - The customer service time frame is the customer’s
  - The culture is bottom-up not top-down

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- **Where is the Value in a Network?**
  - Front-end intelligence – capability to interact with the user (i.e. decentralized use of personal computers, mobile devices)
  - Back-end intelligence – capability to store and process data (i.e. Yahoo!, Google)