Technology Experience Laboratory for the Enterprise (TELE)

exploring unintended consequences of technology

David Gautschi
Director of Research
CCG Group LLC
gautschi@ccggroup.net

Haas School, University of California, Berkeley

The VoIP Volcano Workshop

1 October 2004

Visions conditioned by complex environments

John Elfreth Watkins Predictions for the 20th Century:

Source: Ladies Home Journal, December 1900

- **Mosquitoes will disappear**
- **Life expectancy to rise to 50**
- **Electrical central heating for all**
- **Air vessels no competition for ships**
- **Automobile main use as hearses**
- **Submarines able to destroy fleets**
- **Phasing out of C, X, and Q**

Imagine that the Ladies Home Journal asks you now to make a prediction about VoIP…what's your vision?

Speaking of Visions…VoCW*

Figure 6.11. The telephone had become a standard item in modern offices by 1880, inspiring the introduction of a desk model in 1886. This sketch was used to promote the telephone to New York City businesses for both local and out-of-town calls. (Courtesy of New York Telephone Company.)

*** Voice over Copper Wire**

CCG group.net

Marketing Problems Abound

Decision makers aware of complex IT project failures

Standish Report

Economic pressures retard decision-making

Fixation on ROI

Technology vendors oversell their products as solutions

Cannot easily try the technology

Frame of Reference

Janus Strategy Lab for Deutsche Telekom – 1993-1996

Responding to Mandated Change

CHALLENGE

EU Program of Market Liberalization

1. DT to share domestic market with competitors – respond to customers, competitors
2. DT to be privatized – respond to capital markets
3. Procurement to be competitive –new relationships and practices

Mission : to indoctrinate top 500 managers in modern management methods

Situation:

- 300K career civil servants on payroll
- ~200K excess headcount
- Events moving fast – need to act

SOLUTION

1. Learning-by-doing approach: create a 'strategy/management laboratory'
2. Model of global information and telecommunications industries (Bhagat, Gautschi, and Sabavala)
3. Build a simulated 'world'
4. Teams of DT managers manage virtual firms in the simulated world– 5 day total immersion
5. Make mistakes, correct mistakes, relate to the new environment
6. Coaching – introduce 'curriculum' as issues arise, i.e. in a natural context

TELE

Technology Experience Laboratory for the Enterprise

Detecting and Creating Change

CHALLENGE

Introducing technology to the enterprise…

- Refine product technology specification to match demand
- Overcome natural resistance to anything new
- Assure use
- Identify how introduction of technology changes work
- Test how workers adapt to business discontinuities

TELE SOLUTION

1. Learning-by-doing approach: create a laboratory of the enterprise in a context rich setting
2. Build “strangely familiar” world
3. Teams from enterprise adopters and technology vendors manage virtual firms in the simulated world
4. Introduce technologies as treatments
5. Business continuity scenarios to test the influence of technology
6. Make mistakes, correct mistakes without tanking the real company
7. Coaching – identify obstacles and consequences of technology.

OUTCOME

Reference case evidence before commitment to a technology

CCG group.net

TELE for Enterprise Mobility

Acadia National Park

http://www.ccggroup.net
http://labshop.ayersisland.com

The Philosophy and Methodology: A New Day for Technology
http://www.ccggroup.net/company/CCG%20Group_A%20New%20Day%20for%20Technology.pdf

Ayers Island

http://csdl.computer.org/comp/mags/ex/2004/05/x5004.pdf