



Review of 2011

During 2011 we've covered a range of topics in our bulletin, from Mindset Change to Enterprise Horizontal Integration. We hope that you have found the articles of value and inspiring.

We always value your feedback and welcome suggestions for future topics.

In this month's bulletin we are summarising some of our lead articles just in case you missed them. Don't forget, more Insights are available on our [website](#).

Transformation and Change

Sustained Change Requires Mindset Change

Change programmes will not achieve their intended business outcomes if sufficient attention is not given to changing peoples' mindsets. And, as mindsets become embedded over time, it is important that we fully understand why they exist if we are to have any chance of delivering sustained change.

Read the full article [here](#).

Establishing the Conditions for Change Success

It is widely accepted that only a very small proportion of large-scale change programmes are successful. Whilst there are probably many reasons for this situation, evidence suggests that in many cases the necessary conditions for change success are not put in place from the outset.

Read the full article [here](#).

Strategy – The World of Choices and their Implications

The core of strategy development is making a small number of choices about things that once decided upon are difficult, if not impossible, to reverse or un-do. And often the greatest risks to implementing strategy rest in the lack of organisational capabilities and embedded mindsets, which are difficult to change.

Read the full article [here](#).

Innovation

Dispelling the Myths About Innovation

What makes one organisation try out new ideas while others are content with how things are? If

New Operating Models

The Challenges of Horizontal Integration

We've all been 'horizontally integrated' to some degree. It could have been when your company was acquired and new practices, policies and technologies were introduced. It could have been when Shared Services were introduced. Or it could have been when a decision was taken to become 'one company'. Whilst leadership teams see the benefits of horizontal integration, many don't fully understand the implications of the resultant changes.

Read the full article [here](#).

Leadership Implications of Business-IT Convergence

For many years, the annual surveys of CIO issues have listed business-IT alignment in the top 3. Alignment has been a challenging but often elusive goal – but is it still a valid goal? For most organisations today, information and technology have become such integral elements of the business model that the goal has moved beyond *Alignment* to *Convergence*.

Read the full article [here](#).

Building Organisational Agility

Organisational agility is considered by many business and technology leaders to be a desirable attribute; something their organisations aspire to, but don't quite achieve. If agility can be developed as an organisational capability, what are the operating principles that need to be in place?

Read the full article [here](#).

Learning

Harnessing the Power of Experiential Learning

Most executives and managers feel that classroom-based development programmes have little to offer them. When asked to describe their most powerful learning experience they cite examples of where they faced challenging situations that took them out of their comfort zone. The aim of experiential learning is to create these learning situations in safe and supported environments.

Read the full article [here](#).

Is Middle Management Ready for Social Media?

Social networking should not be seen as a

innovation is an organisational capability that can be developed, then the first step on the journey is to dispel the myths about what it takes to be innovative.

Read the full article [here](#).

Life, Living and Technology in 2050 – A Snapshot

Our condition as a species is defined by the ecology of our planet, the status of our technology and the numbers of us occupying any given land mass. Today, the industrial and information revolutions are the primary definers of our condition, and so it will be in 2050 as the outcomes of a new industrial and cyber revolution come to a head.

Read the full article [here](#).

Artificial Intelligence Will Help Us to See and Understand

Whilst visualisation is the fastest way for us to assimilate and understand complex situations, we remain limited in our ability to comprehend dynamic multi-dimensional situations. Advances in artificial intelligence (AI) will help us to see and understand the ever more complex scenarios that we face today and in the future.

Read the full article [here](#).

time-wasting distraction, but a way of increasing collaboration between boundaries. But to achieve this, a change is needed in the approach and mindset of middle managers if they want to retain talent and gain business advantage from Generation Y.

Read the full article [here](#).

Season's Greetings

The Formicio team hope that you all have a relaxing and enjoyable Christmas and New Year:

Glædelig jul og godt nytår
Meilleurs Vœux
Frohe Weihnachten und ein erfolgreiches
Neues Jahr
Prettige Kerstdagen en een Gelukkig
Nieuwjaar
Buon Natale e Felice Anno Nuovo
Feliz Navidad
God Jul och Gott Nytt År
Nollaig Shona duit