



In this month's bulletin we are featuring some of our most popular articles. Topics covered include the pervasive nature of the Internet and how it continues to shape our lives, achieving organisational clarity, and the rise of killer complexity.

We hope you'll find them of interest and, don't forget, more Insights are available on our [website](#).

*Best regards
[David Trafford](#)*

About Formicio

Formicio was formed in early 2010 by a group of thought leaders and practitioners. Our expertise is in business operations, technology, people and change, particularly where these domains intersect.

Our [Collaborative Explorations](#) enable you to gain greater insight into an important topic or critical issue through collaboration with peers from other organisations.

Our [Learning Journeys](#) enable you to develop the organisational capabilities needed to build or implement a chosen strategy.

Our [Mentor Consulting](#) enables you to deliver successful transformational change, while at the same time

Open for Business

IT organisations are currently facing three major challenges: the use and convergence of social media, consumerisation of IT, and cloud computing. The name of the game in IT is changing and it's time for CIOs to re-assess their technological scope, rethink their concepts of architecture, reskill, and reflect on whether the 'I' in CIO is what they really should be responsible for. In essence, they should be sure that their IT organisation is 'open for business'.

Read the full article [here](#)

Creating Organisational Clarity using a Semantic Wiki

Traditional approaches to establishing organisational clarity often result in numerous PowerPoint, Word and Excel documents. While these often bring clarity to the people who created them, they rarely become part of the organisational fabric and quickly become out of date. Semantic wikis offer an alternative approach as they have the ability to accommodate the complexities and fluidity inherent in contemporary operating models, thereby enabling collaborative continuous improvement.

Read the full article [here](#).

The Rise of Killer Complexity

Our world is essentially non-linear and becoming more complex. This complexity is visibly pervasive in our workplace, government and everyday living. Furthermore the thinking and models of the past industrial revolution and experiences of past centuries cannot solve today's problems as we try to engineer a future that supports a growing population without destroying our environment. Artificial Intelligence may form part of the answer.

Read the full article [here](#).

Powering up the 'Service' in Shared Services

Shared Services are an established part of our organisational landscape; they have been around for decades and we all rely on them to varying degrees. The challenge today is ensuring that they continue to deliver service quality and value as the requirements of their users change and new sourcing strategies emerge. In this article 10 factors that influence the success of Shared Service organisations are discussed.

Read the full article [here](#).

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](#).

developing your own
change management
capability.



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Establishing the Conditions for Change Success

It is widely accepted that only a very small proportion of large-scale change programmes are successful. While 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](#).

More Insights are available at www.formicio.com