



In this month's bulletin we are featuring some of our most popular articles.

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 [Mentor Consulting](#) enables you to deliver successful transformational change, while at the same time developing your own change management capability.

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.

Social Media Driven Transformation

We are now inviting business and technology leaders to participate in a Collaborative Exploration

Understanding and Improving your Organisation's Default Future

Every organisation has a default future: it's the place it will end up if its leadership continues on the same path and takes no action, other than that currently planned. If the default future is a desirable destination, then everyone involved can enjoy the journey. If not, then decisions and action are required to create an improved future. But defining an improved future involves more than defining a vision: it involves understanding the forces that are determining the current direction of travel, identifying those that can be controlled and mitigating those over which we have no influence. 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bring clarity to the people who created them, they rarely become part of the organisational fabric and quickly become out of date.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](#).

Developing Portfolio Management as an Organisational Capability

All organisations practise portfolio management to some degree, though few have developed it as an organisational capability where building and maintaining a dynamic, balanced portfolio of initiatives and assets is part of their DNA. Having such a capability in place creates transparency and enables leadership across the enterprise to make informed decisions on investments that have the most positive impact on strategy. 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](#).

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

to explore the management and leadership implications of social media driven transformation of the enterprise.

More details can be found on our [website](#)

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in the lack of organisational capabilities and embedded mindsets, which are difficult to change.

Read the full article [here](#).

Assessing and Improving your IT/IS Capabilities

IT/IS assessments should do more than measure process maturity – they should look at the ‘goodness’ of capabilities. Goodness can be measured in terms of performance (what resources it takes to achieve a given result), value (what benefits are being derived from the capability) and health (the ability to perform and deliver value over time). Furthermore, not all IT capabilities are born equal and their method of assessment needs to reflect this.

Read the full article [here](#).

Super Secure Cloud

Cloud Computing could be the biggest single opportunity for a significant improvement in our network and information security for decades. Multiple operators and suppliers offering multiple access points, services and applications that we can tap into at the same time will give us a diversity of new protection mechanisms way beyond those we enjoy today.

View the slideshow [here](#).

More Insights are available at www.formicio.com