

13. Prospects

{2005/07/16, DI: The why, how, etc. text appeared in Chapter 2, when it was titled "Truth". It was originally written as inductive, but now the content has been moved to Parts A, B, and C. The "prospects" of joint ends should be considered here.

13.1 Prospects of shared why(s) and how(s)

« Idea: Describe "why" »

The "why" of a business is its purpose(s) and/or end(s). There can be primary and secondary purposes, and purposes on different time horizons. Purpose gives work meaning. Unlike machines, people do not perform well over long periods of time without a "why". In some cases, a small "why" may be sufficient, e.g. "because the president thinks it's the key to the company's survival". Eventually, however, people involved in a business enterprise have a natural curiosity to seek the bigger "why". If this "why" is not articulated for clearly for the group, each individual will develop a personal "why", related to interests or motivations.

« Idea: Describe "how" »

The "how" of a business is its means, or structure(s) of action. A business requires some consistency in its operations, both for its customers and for its workers. Customers come to expect certain levels of quality and procedures from the company as a whole. One company representative on the telephone shouldn't be giving completely different responses when compared to another. The quality of a product or service created or delivered by one individual or group shouldn't vary significantly from another. Through collective experience, the "best way" to satisfy a customer and/or perform some activity can be figured out.

« Idea: Introduce different why(s) and how(s) associated with different business orientations »

In Table 2.x, we describe three sets of why-how combinations that are consistent with a business orientation. « The table could be more fully described, but I'll leave that for later ».

« I haven't figured out which order the columns should go in, or whether "system conception" should be on this chart, at all. There's an issue because I put the description of "simple, complicated, complex" in Chapter 1, but it comes down to whether "business orientation" should be addressed before "system conception" »

Business orientation	Why(s)	How(s)
Best	Unifying ideal	One best way
Both	Countable goals	Divide and conquer
More	Non-distinct motivations	Fractal

13.2 Prospects of shared where and when

« Idea: describe "where" »

Business has a physical dimension. « Structure as arrangement in space »

« Idea: describe "when" »

The number of businesses that operate 24 hours per day, 7 days per week is actually relatively small.

« Idea: Introduce different where(s) and when(s) associated with different business orientations »

Business orientation	Where (environment)	When (environment)
Best	Everywhere	All the time
Both	Distinct locations(controllable)	Definable periods (on the clock, or on the calendar)
More	Embedded	Indeterminate

13.3 Compatibility between business orientations enables effectiveness and sustainability

« I'm not sure how I would write this last section, but it may be something like ...

	Best	Both	More
Both	?	ok	?
More	?	?	ok

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