CONTENTS

INTRODUCTION

INFORMATION FLOW IS YOUR LIFEBLOOD

I

xiii

1	MANAGE WITH THE FORCE OF FACTS	3
2	Can Your Digital Nervous System Do This?	22
3	Create a Paperless Office	39

Π

COMMERCE: THE INTERNET CHANGES EVERYTHING

4	RIDE THE INFLECTION ROCKET	63
5	The Middleman Must Add Value	72
6	Touch Your Customers	91
7	Adopt the Web Lifestyle	114

8	CHANGE	THE	BOUNDARIES	OF	BUSINESS
0	OTHEROE	TIT	DOOMDATICES	UI.	LOUTILOU

9 GET TO MARKET FIRST

x

III

MANAGE KNOWLEDGE TO IMPROVE STRATEGIC THOUGHT

10	BAD NEWS MUST TRAVEL FAST	159
11	Convert Bad News to Good	184
12	KNOW YOUR NUMBERS	201
13	Shift People into Thinking Work	222
14	RAISE YOUR CORPORATE IQ	236
15	BIG WINS REQUIRE BIG RISKS	262

IV

BRING INSIGHT TO BUSINESS OPERATIONS

16	DEVELOP PROCESSES THAT EMPOWER PEOPLE	281
17	Information Technology Enables Reengineering	295
18	Treat IT as a Strategic Resource	317

141

CONTENTS

V

SPECIAL ENTERPRISES

19	No Health Care System Is an Island	333
20	Take Government to the People	357
21	When Reflex Is a Matter of Life and Death	372
22	CREATE CONNECTED LEARNING COMMUNITIES	387

VI

EXPECT THE UNEXPECTED

23 PREPARE FOR THE DIGITAL FUTURE	407
Appendix: Build Digital Processes on Standards	417
GLOSSARY	441
CONTOMER ACKNOWLEDGMENTS	453
boex	457