

Theme	Adaptive Enterprises: Past, Present, and Future	
Presenter	Mark Kozak-Holland Senior Consultant, Hewlett-Packard	Greg Lowes & David Ing IBM Business Consulting Services
Topic Summaries	<p>Churchill's Adaptive Enterprise</p> <p>Winston Churchill is widely regarded as one of the greatest leaders of the 20th century. But as he became Prime Minister in May 1940, in a period of calamitous change during World War II, how did he transform his organization to turn his perilous situation around? Both Churchill in 1940 and business people today grapple with an unprecedented level of change adversely impacting their organizations at the enterprise, business unit, or project level.</p> <p>This presentation draws parallels between events in World War II and today's business challenges. An Adaptive Enterprise modifies the way an organization behaves so that it may stay ahead of the competition. Churchill created his Adaptive Enterprise in a dire situation. This presentation will show you how he did it, and how you can do the same in your own organization and projects.</p>	<p>Becoming Adaptive: Customer-Back Design, Modular Capabilities, and Accountable Roles</p> <p>Business executives are demanding that software development and delivery processes become more responsive. However, traditional command-and-control approaches are not suited to managing the rapid pace of change required in IT organizations.</p> <p>In his book <i>Adaptive Enterprise</i>, Steve Haeckel prescribes a comprehensive approach to meeting the challenges of unpredictability. In transitions with organizations becoming adaptive, the three most significant changes are: customer-back design, modular capabilities, and accountable roles. This presentation will describe experiences that organizations have had on the road to adaptiveness. The benefits and challenges associated with designing and governing sense-and-respond organizations will also be discussed in an interactive format.</p>
Biographies	<p>Mark Kozak-Holland is a Senior Consultant with Hewlett Packard with over 20 years of systems integration and services experience gained internationally.</p> <p>Mark's experience spans across many industries from government work to private industry. He helps organizations evaluate how emerging technologies can impact their business and enhance existing business processes. He is a practitioner in IBM's Return on Web Investment team and has knowledge and experience in creating business cases, particularly pertaining to quantifying complex e-business initiatives where the return is not very obvious.</p>	<p>Greg Lowes is an associate partner with the Technology Strategy Management practice of IBM Business Consulting Services. He advises clients on IT strategy and effectiveness, strategic outsourcing and governance through relationship alignment. He has a broad range of experiences in his 27-year career with IBM, including 12 years in management consulting.</p> <p>David Ing is a marketing scientist and managing consultant assigned to the IBM Advanced Business Institute to develop methods and intellectual capital to transfer the approach into IBM's consulting organization. He has 20 years of experience with IBM and is an itinerant scholar with the Helsinki University of Technology, researching and teaching on innovation in business ecosystems.</p>
Date / Time	Tuesday, December 13, 2005 13:00 – 16:00 (Doors open at 12:30)	
Location	IBM/Lotus Mobility Centre, Canada Life Building 330 University Ave., Toronto	
Registration	http://www.TorontoSPIN.com \$10.00 at the door	
Future Events	February 2006, April 2006	