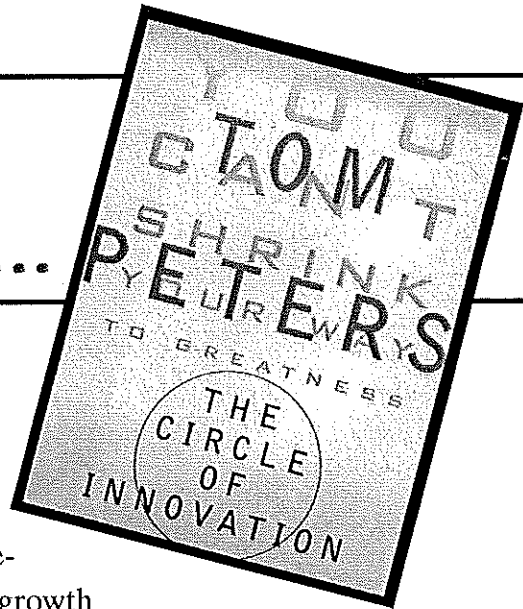




Tom Peters

ADVICE FROM AN EXPERT...



James Brian Quinn, Buchanan Professor Emeritus of Management at Dartmouth's Amos Tuck School of Business, wrote the bible on knowledge-based enterprise . . . *Intelligent Enterprise*. All (A-L-L) growth and all (A-L-L) value, he asserts, will emanate from the services . . . e.g., redux: purchasing, information systems, finance.

Moreover, Quinn adds, any company concedes competitiveness if any service activity in its value chain (again, purchasing, HR, logistics, etc.) is less than the best-in-the-world.

Life = Client Service. Period.

Problem is, the denizens of the average purchasing (finance, human resources . . . you fill in the blank) department rarely view the people they serve as clients. Fact is, I'll bet you the price of this book that if I spent three hours interviewing people in your "department" . . . I'd not hear the term client once. (P.S. I've tried this on several occasions. My wallet is still untouched.)



The old world order (and it was orderly); You've got a thorny problem in Latin American project finance. Where do you find the answer? "Go to the 14th floor." A difficult issue involving human resources relative to temporary workers? "Head for 26." That is . . . to deal with the finance problem, go to the "finance floor" . . . with the HR problem, up the the "HR floor."

The underlying assumption: regardless of the nature/complexity/uniqueness of the problem/any problem, the best resources . . . on earth . . . live on our 14th/26th/17th/5th/etc. floor.

What shocking arrogance!

That is . . . the logic of bygone days was . . . to take advantage of a resource you need to own it (i.e., have the person on the payroll . . . and ensconced in your tower). *Today's new logic: You're a damn fool if you own it! Access to the best resources . . . from anywhere and everywhere . . . instantly . . . is the W-H-O-L-E D-A-M-N P-O-I-N-T.*

(Excerpts from pages 202, 205, and 240 in THE CIRCLE OF INNOVATION.)