

Organisational Survival in the New World:
Intelligence Complex Adaptive System (ICAS)
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Characteristics of the “best of the best” organisations in the year 2000

Factors of Success

Many current top organisations have made significant changes in the way they do business in the past decade, and have been able to create performance through change management and deliberately develop the fundamental characteristics that support success. These characteristics must provide those responses needed to excel in the present environment.

For example, time to market or the ability to develop new products rapidly is a key factor in many industries because of customer demands and the decreased production time made available by technology, concurrent engineering and agile production techniques. The use of simulation, integrated product teams, and worldwide subject matter experts operating virtually has created the capacity to quickly bring new knowledge and ideas together to rapidly produce new products desired by a fickle and impatient market. Examples of this capability are mass customisation, where economic order quantities of one are being pursued, and agility, the ability of an organisation to move rapidly in response to changing and unique customer needs.

Creativity and innovation have come to the forefront as key success factors, with many organisations striving to develop and unleash these capacities throughout the workforce, using a combination of management, the workforce and their customers.