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The Complexity Crisis

Why Too Many Products, Markets and Customers Are Crippling Your Company — And What To Do About It

THE SUMMARY IN BRIEF

In their quest for double-digit growth in single-digit markets, many companies are finding themselves in a crisis — one that they often don't realize is of their own making. They have created more products, customers, markets, suppliers, services and locations, but increasing complexity has destroyed the fruits of their labors.

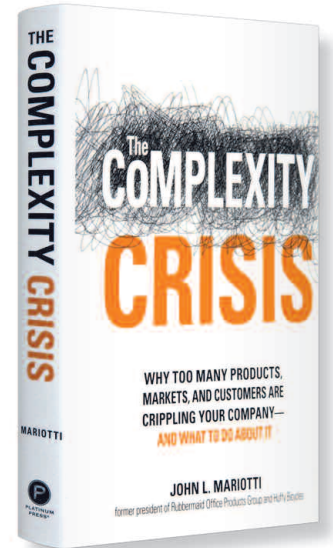
Make no mistake, companies need new products to compete, but how many, and how they are developed, introduced and managed, makes a huge difference in how complex they should be. After all, in most organizations, people feel the need to create new products, processes, facilities and systems, *but no one is designated to kill off the obsolete or unproductive ones!*

The Complexity Crisis demonstrates how new metrics and deliberate, disciplined managerial control can reduce profit-sucking complexity — or turn complexity into a competitive advantage. Author and management veteran John Mariotti shows how to contain the slow, almost invisible creep of complexity into organizations and how companies can create profitable growth without creating and then having to manage new complexity. He also explains why innovation, while essential, should be “managed innovation” rather than rampant proliferation.

John Mariotti covers these topics and more as he reflects on his personal battles with complexity at the helm of Rubbermaid and Huffy, and he illustrates how other prominent companies have fought and won their own wars on complexity.

IN THIS SUMMARY, YOU WILL LEARN:

- Why complexity can be the kiss of death.
- How to measure the overall complexity of your company.
- How to detect needless complexity in different areas of your business.
- How several major companies have rooted out and eliminated complexity.
- How several major companies have used complexity to their advantage.



by John L. Mariotti

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THE COMPLETE SUMMARY: THE COMPLEXITY CRISIS

by John L. Mariotti

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What Is the Complexity Crisis?

Companies all over the world are struggling with a crisis and most don't realize that it is a crisis of their own making. This crisis — the Complexity Crisis — is crippling them, destroying their profits and draining their resources. In the quest for high growth in low- or no-growth markets, companies have proliferated nearly everything: products, customers, markets, suppliers, facilities, locations, etc. Some of the time, the proliferation actually does lead to top-line revenue growth, but as the top line goes up, the bottom line — profit — doesn't. This is worsened by the fact that none of today's pervasive accounting systems identify complexity costs until it is too late because the causes are obscured, buried in variance, special charges, increased overhead and other "catch-all" categories.

What can you do about it? Take this occasion to go on a company "diet" of sorts. Prune low-profit, low-volume and unnecessary products. Lose unprofitable customers. Eliminate the outdated reports, unused screen formats and obsolete software. Finally, institute new metrics and modifications to existing management cost-control systems to know when to drive complexity out and when to capitalize on it. Last, and most important: Keep the management of complexity as simple as possible, so whether you "use it or lose it" you solve the problem and keep it solved.

Peter Drucker wrote about concepts related to the Complexity Crisis in his classic 1963 *Harvard Business Review* article "Managing for Business Effectiveness." In essence, Drucker said that clarity of focus is critical in allocating resources, which is the essential job of management. A company that tries to chase too many ideas will only encounter another form of the Complexity

Crisis and drown in work, but not in profits. The hard part of innovation is sorting out which ideas should make the cut and then undertaking the job of successfully commercializing them. ●

For information on how Apple Computer eliminated its complexity in the PDA market, go to: <http://my.summary.com>

The Bottom Line — Where Complexity Hurts

As companies struggle for growth in sales revenue, they try to drive the "top line," which is where sales revenue shows on the income statement. Many companies succeed in gaining top-line growth but introduce costly complexity along with the growth. When the results are compiled at the end of a month or quarter, only then do they discover that the top line may have indeed gone up nicely, but the bottom line went down — often dramatically.

How could this have happened? Typically, nobody considered the economic impact of the complexity on new customers, new products, new distribution, new suppliers, working from new specs, doing business in new states and countries with different regulations and legal practices, and added costs of relocation, special commissions, freight, etc. And all this was made worse by trying to do it all too fast.

Unintended Consequences of Complexity

The goal of consistently good quality is dependent on the reduction of variability. In naturally occurring events, and especially in the processing of materials by machinery, natural variation in dimensions and characteristics will occur. As long as the items produced fall within



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acceptable tolerance range, they are in conformance — and usable. But when the process varies more, some items produced fall outside the acceptable tolerance range and are considered nonconforming or defective. These items usually must be sorted out.

One process is easier to improve than several. One process is easier to keep in control than several, too. When a company uses multiple processes and/or multiple suppliers — even with each of them aiming at the same targets for dimensions — each process introduces new variability, and complexity's role in creating crises, by undermining quality, becomes painfully evident.

Service is impacted by complexity, too. Forecasts are predictions. The more items a forecast must predict, the more chances to make errors. The more locations where the demand originates, the more chances for error. The more people involved in the forecasting process, the more accurate it is — not. The more customers for whom demand must be forecast, the greater chance of error. This is why complexity adds to forecast error, and forecast error undermines customer service. In order to service a volatile demand by a customer, the best solution is to have more, flexible production capacity — in order to respond to forecast errors and changes in demand as rapidly as possible.

Globalization also increases vulnerability to the Complexity Crisis. Problems don't go away when they are moved far away to a new home. The longer a supply chain extends, and the more complex it is in makeup, the slower it will react to changes. ●

For information on how Titleist handles the complexity of "acceptable variation," go to: <http://my.summary.com>

Two Essential Steps

The two steps to solving any problem are: define the problem first, solve it second. The problem is relatively simple to state. Companies are adding complexity faster than they are improving their ability to recognize it, measure it or manage it. This problem also presents a great opportunity. The opportunity is to understand what we are doing and devise ways to make complex things simpler or make that complexity create competitive advantage.

If you suspect that complexity is a problem and not an advantage, then it is time to find that complexity and "fix it," which means drive it out of the business. On the other hand, if a high-variety, complexity-rich solution appears to yield competitive advantage, it is time to determine how the structure, processes and culture/relationships

of the company must be altered to execute such a strategy profitably.

In its "War on Complexity," Motorola addressed both its portfolio complexity and its product complexity. To control the process and monitor complexity in new designs, Motorola created a "Complexity Index" (CI).

CI is a company- and product-specific (or service-specific) matter. Different aspects of product/service designs add complexity and others add value. This CI concept sets an impersonal but agreed-upon criteria for a design to meet.

How to use a CI: Create a test metric, one that rolls multiple design factors into one measurement. Use it as a gatekeeper to disqualify overly complex designs and send them back to the drawing board. ●

How Motorola Did It

The story about Theresa Metty coming to Motorola from IBM as head of its supply chain management and finding a mess is one that could be retold many times over, at many other companies. And while many of the solutions adopted by Motorola in its War on Complexity were not new, the combination used to defeat complexity was a new solution set. Most of these time-proven disciplines had been forgotten or overlooked in the scramble to chase new products and regain lost market position.

- Create "platforms" around which products can be built with variations, making it unnecessary to completely redesign the product to meet different market segment needs.
- Have standard component lists. Having standard spare parts is also crucial.
- Use fewer suppliers to automatically reduce variability.
- Long-term agreements can be negotiated, creating greater stability and lessening complexity in supply chain relationships.
- By holding components in a semi-finished condition, much of the complexity otherwise introduced by model-to-model variations can be reduced.
- Mass customization allows companies to use mass-production techniques until the product reaches a nearly finished state and the differentiators that "customize" the product are added at the latest possible time.
- A Complexity Index can use weighting to denote the relative importance of the various factors in its makeup and arrive at a single numerical index.

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How to Recognize It, Measure It and Begin to Fix It

The problem of complexity that plagues today's businesses, managers and executives is an insidious result of their own actions. It lurks in many parts of the business, unmeasured, while draining resources, focus and energy. Now it is time to expose it, learn to both measure and control it, and then decide whether to lose it or use it — specifically, reduce it by driving out complexity or develop a strategy to compete based on complexity, with structure and processes to do just that.

There are only five ways to grow faster than the market is growing. First and most obvious is to try to take market share from competitors, as it involves participation in the same markets, competing with familiar competitors, products, etc. Choosing this path to growth usually doesn't add complexity unless the share you go after is a different kind of product, customer, distribution, etc. This approach is also one of the most difficult from the perspective of profitability and likely competitive retaliation.

The second choice, expanding the market through innovation, sounds great. It's just much easier to say than to do. Innovations are not too predictable and are subject to copying, knockoffs or product life-cycle limitations.

The third option, changing the mix to sell higher-priced products, is a very effective way to impact profitability and would be a great solution for growth if everyone else wasn't also trying to do the same thing. This is also a strategy that is less likely to cause more complexity and might actually lead to simpler product and customer combinations.

The fourth choice, entering new markets, has appeal because "the grass is always greener on the other side of the fence." Remember, however, that while new markets may be new to you, they are some incumbent's current market, and that incumbent will defend its market position.

Finally, the fifth option, creating an entirely new product and market, is a wonderful one. It is also the most difficult and uncertain, and contains elements of the prior four. ●

A New Metric for Tracking Complexity

A useful management tool to understand where a company makes money and where it loses money is the *descending-order list*. Rank customers by annual sales from highest to lowest. Calculate the percentage each customer contributes to total sales and then create a cumu-

lative percentage column. Then rank those same customers in descending order by annual profit contribution. Next, rank these same customers in descending order by percentage of gross margin. The names at the top of the first two lists should be similar.

Next go to the top and bottom of the sales and margin lists and find the 20 percent cumulative and 80 percent cumulative points and draw lines across the list. You have now identified the most valuable and least valuable customers from a sales and profit contribution perspective. Among these lowest volume and least profitable customers is where complexity usually hides.

Do the descending-order ranking on suppliers and annual purchase dollars too. Complexity exists on both the sell side and the buy side. Finally, repeat this ranking process for finished products by annual sales volume, gross-margin dollar and gross-margin percentage contributions in descending order. The customers and products that occupy the bottom of these lists are those that add complexity without the redeeming feature of adding profitability.

The last of the more common metrics, but still only used sparingly, is to compute sales (revenue) per employee and profit per employee. Complexity requires added staff to manage, and this shows up in higher head count without a correspondingly higher level of sales.

There is another metric, the Complexity Factor (CF), which is more complex to compile but quite revealing in its relative simplicity:

$$CF = \frac{\text{Number of Finished Products (SKUs)} \times \text{Number of Different Markets Served} \times \text{Number of Company Legal Entities} \times \text{Number of Significant Facilities} \times (\text{Number of Employees} + \text{Number of Suppliers} + \text{Number of Customers})}{\text{Sales Revenues}}$$

The CF is not an absolute measure — it is an indicator that provides information about the likelihood of a company suffering from complexity or benefiting from the lack of it. Drive down the CF; drive up the profitability of the company. ●

The Examples

Complexity is everywhere. Make no mistake, companies need new products to compete, but how many, and how they are developed, introduced and managed, makes a huge difference in how complex they should be.

Subs and Sundaes

In its small, make-to-order, deli-style restaurants, **Subway** uses a limited number of basic ingredients and

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can produce a nearly infinite variety of sandwiches. This is a perfectly simple and familiar example of the principles of adapting the structure and processes to the “use it” strategy of competing on intentionally created complexity. Complexity that is driven by consumer choice at the time of demand is a competitive advantage.

The **Dairy Queen** franchise was built around the custard-dispensing machine, which took the liquid custard and froze it into a semisolid and then dispensed it through a nozzle into cones, sundae dishes and milkshake cups. From a small array of sweets and the platform of the frozen custard machine, a wide variety of confections could be created. Although frozen yogurt stores like TCBY and regional ice cream chains have taken market share from DQ, its original principle of competing on complexity remains virtually unchanged. Competing using complexity works well if the structure and processes are designed for it.

Cars: How Many Models Is Just Enough?

There are few places in the history of industrial development where one could find a better example of complexity’s impact than the past century in the U.S. auto industry. Complexity evolved, became a competitive advantage, reversed itself and is now beginning to rise again.

For example, **Henry Ford** invented the equivalent of the modern-day assembly line. Then he decided to abandon the common industry practice of producing many different models and instead make just one model, and to make it in just one color. Ford proved three things. First, a strategic, systematic lowering of prices could boost volume and increase profits. Second, the elimination of complexity had a wonderful effect on efficiency and productivity. Third, the elimination of complexity in jobs allowed workers to remain stationary and perform repetitive tasks faster and faster, as the chain-driven assembly line speeded up the production pace.

Alfred Sloan’s strategy at General Motors was to use the purposeful addition of complexity as a competitive weapon against Ford’s concentration on a single model. Sloan wisely decided to create a reason for people to replace their cars before they wore out. It was called the “annual model changeover.” This added considerable complexity in parts, production, dealer inventories and more, but it also shot GM to the top of the U.S. auto industry.

Planes, Computers and Credit Cards

In their zeal to charge as much as possible yet fill the plane as full as possible, most airlines don’t have any (quantifiable) idea how much complexity costs in lost

Japanese Carmakers Defeat Complexity

From the teachings of American quality gurus J. M. Juran and W. Edwards Deming, the Japanese realized that complexity undermines quality, which led to Japan’s quality strategy. Japanese carmakers realized that offering only a few variations — perhaps four exterior colors and two interior colors — and equipping all cars with the most popular options made it easier and more economical to build cars, which led to higher build quality. This is the essence of eliminating the Complexity Factor — the “lose it” version.

productivity, systems complexity, confusion and customer ill will. Air travel is an inherently complex business in the first place, and this is complicated by the fact that it is weather dependent. The marketing departments add to the complexity — with the best of intentions — by devising new promotions to drive traffic into particular markets, each of which gets layered atop all the others.

A few airlines, most notably **Southwest**, seem to have “broken the code” by simplifying how they operate to thwart the worst effects of complexity. What Southwest must avoid are the mistakes that killed the first “simple” airline, People’s Express, a couple of decades ago — adding complexity to an inherently simple business model.

When **Dell** did it differently, using postponement and mass customizations along with the interactive power of the Internet to build a myriad of computers to match individual customers’ wishes, it revolutionized the selling and building of personal computers, and it did so more cost effectively than anyone else. This was a “use it” complexity strategy superbly executed.

Capital One realized that people don’t all want the same kind of credit card. Thus a nearly infinite menu of credit cards — for every use and every situation — was born. The key insight is the importance of designing the structure and processes such that many variations can be added with little or no systemic or transaction cost.

Fast Food

McDonald’s was the Henry Ford of fast food. All regular hamburgers and cheeseburgers were made the same: ketchup, mustard, pickle and onion, done on an assembly-line process next to the grill. The temptation to add more choices was irresistible, so along came the Big Mac. McDonald’s felt compelled to at least match Burger King with a bigger burger, and the Quarter Pounder was introduced.

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Suffice it to say that everything else it added to the menu to combat competitors' offerings added more complexity than profit. This caused McDonald's serious problems, the most vexing of which was that the food no longer came out fast. At the heart of the matter was the fact that over the years McDonald's had layered complexity after complexity on its restaurants but had not changed the structure, process, culture and relationships in a comparable manner. ●

Too Many of Everything?

A simple trip to the grocery store, home center, electronics store or supercenter will tell you all you need to know about how complexity is creating huge inefficiencies in all walks of life. About 10 percent of the items do about 90 percent of the sales. There will be about 30,000 items, give or take a few, in a supermarket these days. Each year some 10,000 to 20,000 new ones will appear. Complexity runs rampant in dozens of brands. But does it pay to line-extend so extensively until every niche of every segment is covered? No! You are just dividing up the business and multiplying the costs — and that is bad math — with or without the Complexity Factor.

Industries may vary but the Complexity Crisis hits them all. The principles of the Complexity Factor and the “use it or lose it” strategy are equally applicable to hotels, restaurants, service businesses and so on. The primary variable is how to define a “product SKU” and how to define a “served market.” Once that is resolved, similar companies can readily benchmark their progress using their own calculated CF and the other metrics discussed. ●

Strategies and Solutions

The purpose of any company should not be to stifle growth through innovation. It should be to make growth productive and profitable. The key objective is to find complexity if it exists and decide whether to keep it and use it as a competitive weapon, or to eliminate it and the hidden costs it is creating. If a company is to contain the growth of complexity without stifling innovation, it must have a crystal-clear focus on how it wishes to compete and what it must do to succeed in that approach.

The best framework for thinking about complexity follows a sequence through five distinct, but related, dimensions of a business: purpose, structure, processes, relationships and culture.

Purpose

In a business's infancy, someone decided that there was a need that could be fulfilled, and thus a business was created to serve a customer. The wise founder took the time to decide, “Just what is the purpose of this business?” If it was recorded, tested, communicated and sustained, then the purpose fulfilled the first dimension of the business. Once the purpose is set, it should remain largely unchanged until or unless there is a formidable need to alter it.

Structure

To create value, which is the key to creating and keeping customers, a business must have a structure that is consistent with its strategy and vice versa. The structure is how it is set up, organized and configured. Structure decisions are usually longer-term considerations and are harder to change quickly such as closing facilities, firing people, liquidating assets, etc. Structural decisions must be made with strategic intent. The problem, however, is that few managers or executives connect the need for such structural parts to the causes of complexity — products, customers, suppliers, markets and services — each of which made sense by itself, but now conspire to create a tangled web of problems and costs that spin out of control.

Processes

As the company grows, the structure grows/evolves and the processes spread like the tendrils of a vine. Process mapping exposes waste, delay and inefficiency, and sometimes it exposes the imminent risk of total breakdown as well.

Relationships and Culture

To conquer complexity — or to use it for competitive advantage — one of the key ingredients to use is organizational trust and openness. If people inside the company don't trust one another, they won't work together effectively, and that adds unproductive complexity and gets in the way of planned strategic complexity. The same goes for relationships with the outside organizations of customers, suppliers, consultants, etc.

Contrasting strategies of “lose it” and “use it” take two different approaches. In the former, complexity is driven out, and simplification and efficiency are used to reduce hidden costs. This requires one sort of culture — one of simplicity. In the “use it” approach to embracing complexity, the systems, structure, processes, technology and culture are intended to consciously capture customers through variety, customization and intentional proliferation. ●

Complexity's Impact on Organizations

Industry is full of examples of how complexity has impacted organizations. One of the most devastating effects is that the workload goes up dramatically, but the results do not improve (or they actually get worse). These interactions, combined with the workload, lead to organizational stress, discontent and errors. A common attempt to fix the problem is not to remove the complexity or stop its causes, but to reorganize, restructure or rearrange the way work is done and the people doing it.

How do you know how far to push innovation versus controlling complexity? The only way to know that answer is to understand what complexity costs, where to find its impact and what effect it has on quality, service, profit and growth. Fortunately, most of the raw data needed is already available somewhere in those corporate computer systems we all know and love and rely on. The challenge is in knowing what to look for in those computer systems.

Just as standard cost accounting ignored activities that necessitated the development of activity-based accounting, there must be a new set of entries that capture and assign the costs of complexity where they belong. To start any such process of change, it is useful to identify the likely causes and the places to look:

- **Transactions.** Accumulate the annual department expenses for order entry and order management and divide by the number of orders processed in a year. Do the same thing for the department that processes invoices and applies the cash. It will be surprising how much it costs to process and complete an order from beginning to end.

- **Customers.** Whereas in the last metric we divided by the number of transactions, in this one we will divide by the number of customers. Once again, go to the departmental budgets for sales and gather the expenses that are incurred by sales (don't forget commissions). The challenge is to identify which customers caused those big expenses to be incurred.

- **Suppliers.** First, do the transaction analysis for purchase orders and payments just like the one for processing customer orders. Next, repeat the process of identifying what it costs to set up, buy from and maintain a supplier, just as you did for a customer.

- **Competition.** Someone must have the job of accumulating and tracking competitive intelligence, and that person's cost and support costs can be tracked as complexity-related costs too.

- **Obsolescence.** An important analysis is to see if a large proportion of obsolescence is attributable to specific customers or product lines, distribution channels, etc.

- **Forecasting.** The more complexity there is in the business, the more likely the forecasts will be wrong. In addition, the less familiar the areas are where complexity has grown, the less accurate those forecasts will be.

- **Shipment.** More interactions and more transactions involving more locations inevitably lead to more opportunities for error and more administrative costs. Analyze errors by the destinations, routes, type of material, mode of work required, and so forth.

- **Staffing Costs, Learning Curve and Training Costs.** Express the staffing level of each meaningful division of the business in full-time equivalents (FTEs) and track the trend over the past two to three years. Divide the sales revenue and the profit revenue by the head count to come up with sales per head count and profit per head count.

- **Information Systems.** Measures of information system costs are best done on a large (macro) basis, such as a percent of net sales for the division or enterprise, and then at a closer (micro) level, for utility costs and maintenance (hardware and software) costs, to see how the percentage of net sales for the individual user locations vary.

- **Currency Rates.** The more places you do business, the more chances there are for currency fluctuations alone to cause unexpected economic impacts that were not planned, and in many cases these are largely uncontrollable.

- **Tax Returns.** The greater the number of states and countries, the higher the cost to manage tax matters. The need to know banking and financial regulations and requirements adds complexity for financial officers.

- **Regulations.** The more-developed countries tend to have more regulatory compliance, while less-developed countries tend to have more cultural or local custom issues to understand and with which you will have to comply.

- **Intellectual Property.** Today's global business environment and rapid product life cycles require careful management of the few legal intellectual property protections that exist for new and innovative products and services.

- **Human Resources.** If you have too many people, you fire some, or lay them off to be called back later. This is not nearly so simple in many other countries. These costs, of course, are buried among many other unrelated ones in the overall administrative expenses of the company. ●

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The Big Picture

There are six major topics that must be understood to compete and succeed in spite of complexity in this competitive, global 21st-century business environment.

1. The Current Environment

Even if there is not an alternate competitive source now, there could be one, and very quickly. All it takes is a large market opportunity — or a large customer like Wal-Mart — to motivate a new producer to enter the market. What's more, given a little time, companies around the globe can learn how to make almost anything (or provide almost any service).

2. The Curse of Complexity

It is a devilish choice: Go after markets where the money is, but where intrinsic growth is low or zero; or go after huge potential markets where there is precious little money to pay for the goods, thus stifling growth a different way. The solution for too many companies is to sell everything, everywhere, every way they can, and in doing so, these companies drown in complexity.

3. Strategic Outsourcing — Boon or Bane?

Companies often err by giving away what is core during outsourcing. For example, companies choose to move a problem to a faraway supplier in hopes that the supplier will fix the problem. Another misguided reason to add complexity via outsourcing is to gain competitive advantage.

4. The Value Network

The term “supply chain” is both a misnomer and an obsolete characterization of what it tries to describe. The right term for the configuration is a “network.” Next, realize that “supply” isn't the end goal, “value” is. Wherever and however the value network consistently creates and delivers the best value, you will find the global winners.

5. Partnerships in an Era of Growing Complexity

Find the best people — those with talent, experience, expertise, skills and imagination — and bring them together with strong leaders who will infuse them with passion. The four powerful partnership types in the value network can be easily recalled by the acronym CAST: Customers, Associates, Suppliers and Truth-Tellers.

6. Leadership — Creating a Path to the Future

Even with the strongest of partners, the right leadership is critical to success. The leader's role has three parts:

- To create a clear understanding of, and healthy dis-

satisfaction with, the current reality

- To build a shared vision of a new, better reality as a goal
- To create an environment in which people are motivated to move from the former to the latter.

There are four key responsibilities of a leader in this role:

- To provide and/or ensure that the necessary resources are available
- To clear obstacles, maintain progress, develop metrics to measure progress and stay on track
- To go along on the journey
- To celebrate wins, mourn losses and never give up striving for the shared vision of the goal.

When complexity afflicts an organization, it is easy for people to lose their bearings. To manage that complexity, a leader's toughest decisions involve setting priorities. ●

What Will You Do Differently, and Better?

Sometimes the hardest thing to do is to get started. Think big, but try small, then adjust based on what you learn, and get going. Don't let complexity slow you down. Complexity tends to make prioritization difficult. A specific framework for thinking helps clarify what is important. The five elements any business needs to consider carefully are: purpose, structure, processes, culture and relationships.

As you try to manage complexity, there is another essential concept you must take into account: value. Value is the ultimate metric of the 21st century, and whoever can create and deliver the best value wins. If we accept that value can be defined by just five attributes (quality, service, speed, cost, innovation), it can become the basis for part of the shared vision that all leaders must create. ●

RECOMMENDED READING LIST

If you liked *The Complexity Crisis*, you'll also like:

1. ***Green to Gold* by Daniel C. Esty and Andrew S. Winston.** Based on the authors' years of experience and hundreds of interviews with corporate leaders around the world, the book shows how companies generate lasting value by building environmental thinking into their business strategies.
2. ***The Starfish and the Spider* by Ori Brafman and Rod A. Beckstrom.** A spider has legs, a central body and a tiny head. Chop off the spider's head and it dies. That's what happens in a centralized organization with a clear leader in charge. A decentralized organization is more like a starfish — no head, only a decentralized network of cells. This book addresses the differences between the two organizational styles and why a smart business model contains parts of both.
3. ***The Age of Speed* by Vincent Poscente.** In a time-starved era, you need to stop listening to everyone who tells you to slow down and begin paying attention to authors like Poscente who give you the necessary tools to get ahead of the rush once and for all.