CONTENTS

Preface xiii

Acknowledgments xvii

Chapter One. Introduction: The Age of Networked Intelligence 1

A Time of Transformation 1

The New World (Dis)Order 4

The New Economy 6

A New Enterprise Required 10

The I-Way: Hype, Reality, and Promise 13

The World Wide Web 20

And Who Will Build the I-Way? 26

Reengineering: Inadequate for the New Economy? 27

The Four Problems with Reengineering as Practiced 27

Quality, BPR, and Business Transformation: What Are the Differences? 30

The Dark Side of the Age of Networked Intelligence

PART I. THRIVING IN A NEW ECONOMY

The Twelve Themes of the New Economy 44 Theme 1: Knowledge 44 Theme 2: Digitization 48 Theme 3: Virtualization 50 Theme 4: Molecularization 51 Theme 5: Integration/Internetworking 54 Theme 6: Disintermediation 56 Theme 7: Convergence 58 Theme 8: Innovation 59 Theme 9: Prosumption 62 Theme 10: Immediacy 63 Theme 11: Globalization 64 Theme 12: Discordance 66

New Economy, New Enterprise, New Technology—Twelve Corresponding Themes 68

Chapter Three. The Internetworked Business 73

Rise Up, Couch Potatoes! 73

Well, Wait a Minute, Mr. Postman 74

The Effective Individual 75

The High-Performance Team 79

The Integrated Organization 82

The Extended Enterprise 85

The Internetworked Business 90

Chapter Four. The New Technology: Say You Want a Revolution 95

The Ten Technology Shifts (and Why They Matter) 96
Shift 1: From Analog to Digital 96
Shift 2: From Traditional Semiconductor to Microprocessor Technology 97

;	Shift 3: From Host to Client/Server Computing 99
:	Shift 4: From Garden Path Bandwidth to Information Highway 102
;	Shift 5: From Dumb Access Device to Information Appliance 105
	Shift 6: From Separate Data, Text, Voice, and Image to Multimedia 106
	Shift 7: From Proprietary to Open Systems 107
	Shift 8: From Dumb to Intelligent Networks 110
	Shift 9: From Craft to Object Computing 113
	Shift 10: From GUIs to MUIs, Moles, MUDs, MOOs, and VR 116
	The Investment Dichotomy 118
PART II.	INTERNETWORKING
Chap	oter Five. The Internetworked Business at Work 125
	The Digital Care of Health 125
	The Digitally Supported Movement of Things 131
	The Digital Creation of Ideas 138
	The Digital Execution of Processes 142
	The Digital Design of Things 143
	The Digital Design, Manufacturing, and Marketing of Things 148

The Digitally Supported Selling of Things 152

155

Chapter Six. Internetworked Government 159

The Digital Selling of Things

The Problem: The Industrial Age Bureaucracy 159Internetworked Government for the Age of Networked Intelligence Seven Themes of Internetworked Government 167 Theme 1: Administrative Renewal 167 Theme 2: Integrated Digital Benefits Transfer 168

Theme 3: Integrated Digital Access to Government Information 170	
Theme 4: Government Fostered Information Initiatives	172
Theme 5: Intergovernmental Tax Filing, Reporting, and Payments Processing 173	
Theme 6: National (and Global) Law Enforcement and Public Safety Networks 173	
Theme 7: Government/Client Communication Initiatives 175	
Achieving Internetworked Government: The Canadian Blueprint 176	
Toward Internetworked Government in the State of Washington 177	
The Future 179	
Chapter Seven. Have Network Will Travel 181	
The Digital Movement of Humans 181	
Travel Substitution: Moving Bits Instead of People?	184
The Digitally Supported Movement of People 187	104
THISCO: Coopetition for Mutual Success 188	
The Digital Travel Marketplace 190	
Room Service, Please 191	
Avoiding Disintermediation 192	
Rosenbluth International: Forging the New Travel Agency 193	
Charter P. L. T.	
Chapter Eight. Learning in the Digital Economy 197	7
The Six Themes of the New Learning 198	
River Oaks: A School for the Digital Economy 207	
NTU—Toward a University for all N	10
Sun University, Suntalk Radio: Real-time Learning for the Real-time Enterprise 212	e
Lifelong Learning in the Law 214	

PART III. LEADERSHIP FOR TRANSFORMATION		
Chapter Nine. The New Media Industry	219	
Publishing Goes Digital 220		
The Broadcasting Industry Goes Digital	226	
The Changing Technology 226		
The Changing Customer 229		
The Changing Business 231		
Advertising Goes Digital 235		

I-Way Roadkill—The Shakeout in Computing and Telecommunications 237

Chapter Ten. Leadership for the Internetworked Business 247

The Six Themes of Internetworked Leadership Busting Loose from the Technology Legacy The Transformation of the Information Systems (IS) Function 258 The Transformation of the Human Resources (HR) 260 Function Changing a Culture to Catch the Future 261

PART IV. LEADERSHIP FOR THE DIGITAL FRONTIER

Chapter Eleven. Privacy in the Digital Economy 271

279
279

Chapter Twelve. The New Responsibilities of Business 285

Employment and Jobs 288

Access and Equity 292

Quality of Life 296

Electronic Democracy and the New Body Politic 303

The I-Way, the Macroeconomy, and the Nation-State 310

Five Views on Societal Transformation 312

Leadership for Societal Transformation 315

Business and Leadership for Transformation 318

Appendixes 323

Selected Readings 331

Index 335