



Harry's Take

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How To Design Business Organizations From the Bottom up!

I get a lot of questions now regarding what I think about AI. This was a major topic of my March 1998 book, *The Roaring 2000s*, 26 years ago. There was a whole major section on the “Network Revolution” in business. How do you organize a business around the front lines “from the bottom up” to deliver real-time personalized service? The secret was to put forth the best information and to make most decisions on the front lines. I have four principles for doing this:

- 1) Clarify your company’s strategic focus: What do you do best?
- 2) Organize from your customer back, not from the top down.
- 3) Make every individual or team a real business, down to a profit and loss.
- 4) Create real-time information systems to wire the organization together.

I used to give two public presentations, an economic one and this one. I got to pursue this one most in a management training program for IBM, where I was speaking largely to their middle management group.

The audience loved this concept and fully appreciated the bottom-up approach. But I was preaching to the choir. Their only issue was that they couldn’t do much with the idea. Their top management didn’t think this way. It’s no surprise that I got no interest from their top management, as they had a natural inclination toward the old “from the top-down” approach. So, I

largely stopped giving that presentation, as I was simply too far ahead of the times back then...

But these principles are still valid today, and we're finally at the point in the broader information revolution when it should be time to bring it into the very fabric of business, rather than just into products and services. I'll have more on that in the February issue of the *HS Dent Forecast*.

Harry

Got a question or comment? You can contact us at info@hsdent.com.