

October 2019 @ CTM

THE DIRECTOR SPEAKS - Social Media is not the Problem; We Are.



In the beginning, Social Media emerged as a virtual town hall – a place where people or companies could say what they wanted to say regardless of whether it was a personal message, opinion, advertisement, or anything else. These open forums became increasingly successful as people began to integrate digital technology into their personal and professional lives. However, with that success came new responsibilities that are proving difficult to contend with. When the town crier stood on a box and shouted to the group of assembled people, the crowd itself served to moderate the message. The level of responsibility for the public discourse changed when the town crier was replaced with the newspaper and the power of dissemination increased because the ability to influence the conversation became more concentrated. Newspapers were not prevented from providing a forum to express opinions but the space for such opinions was curated and separated from validated news stories. Another shift happened with the rise of the national TV news; the megaphone grew even louder and the ability to influence greater audiences expanded. This stage of evolution came coupled with a more focused messaging

platform as both validated news and opinions had to share the same limited time slot.

What is different today is that the Internet has provided us with a monumentally loud megaphone, a means of reaching a global audience coupled with virtually no scarcity of platforms – there are no physical limitations that require the social media platforms to curate and restrict access to the channels they have created. Perhaps even more difficult is the fact that efforts to limit or even categorize content have been met with cries of bias from those that feel impeded by such efforts. Legacy based paradigms held that the distributors who also served to compile and create have historically been held responsible for their content. These curators and distillers of information were needed to manage scarce air time and print space. However, in our Internet age there are no space limitations freeing us from the grasp of these information distillers. However, in an age where we all have a voice, we also must accept that the idea free speech does not bring freedom of responsibility. Perhaps those that post on social media sites should assume the responsibility for their postings and that their postings should be traceable back to the posting party. Maybe the real problem is not the sharing of information on these networks but the fact that it can be done anonymously. The buck has to stop somewhere but it is not clear that social media operators should be the ones held responsible for their members.

UPCOMING EVENTS

- **Oct 1-3, 2019**, [EVs and the Grid](#), Luxe Sunset Boulevard Hotel, Los Angeles, CA
- **Oct 14, 2019**, [Harnessing IoT Data Streams for Efficiency, Safety & Sustainability](#), The Cove at UCI Beall Applied Innovation, Irvine CA
- **Oct 22-24, 2019**, [Mobile World Congress](#), Los Angeles Convention Center, Los Angeles, CA
- **Oct 26, 2019**, [IDEAS Conference](#), Los Angeles Convention Center, Los Angeles CA
- **Oct 29, 2019**, [Customer Engagement Summit for Healthcare](#), World Trade Center, Boston MA
- **Nov 7-8, 2019**, [Wonder Women Tech, Long Beach Convention Center](#), Long Beach CA
- **Nov 18-21, 2019**, [Automobility LA](#), Los Angeles Convention Center, Los Angeles CA
- **Nov 20, 2019**, I3 teleconferences covering I3 business issues, I3 technical issues, and I3 based parking.
- **Nov 22 -Dec 1, 2019**, [Los Angeles Auto Show](#), Los Angeles Convention Center, Los Angeles CA
- **Dec 19, 2019**, I3 Face-to-Face Meeting, USC Downtown Building, Los Angeles CA.

If you have an event that you would like us to include in our newsletter, please send an email to jerry.power@i3-iot.net

IN CONVERSATION WITH Steve Shepard, Shepard Communications Group

Besides being a part of CTM, Steven Shepard is also the president of the Shepard Communications Group in Williston, Vermont. A professional author and educator with 24 years of varied experience in the telecommunications industry, he has written books and magazine articles on a wide variety of topics. He is the author of Telecommunications Convergence: How to Profit from the Convergence of Technologies, Services and Companies; A Spanish-English Telecommunications Dictionary; Managing Cross-Cultural



Transition: A Handbook for Corporations, Employees and Their Families; An Optical Networking Crash Course; SNET and SDH Demystified, Telecom Crash Course; Telecommunications Convergence, Second Edition; Telecom Crash Course, Second Edition; and VoIP Crash Course. Steve is also the Series Editor of the McGraw-Hill Portable Consultant book series.

As a consultant/trainer, you are often brought into situations where organizations know they can improve performance, and that requires improved communications. Can you expand on that?

My oft-quoted mantra is, "Everybody hears, but few actually listen." In other words, we tend to take in what the other person is saying, but all too often we allow our own confirmation bias to presume that we know what they're going to say and we mentally complete their sentences, often missing what they actually wanted to say. This is professionally dangerous, for several

reasons. First, and perhaps most important, it alienates the other person, because they're quick to pick up on the fact that we're not really hearing what they have to say—at which point it becomes our agenda, not theirs. The great radio and TV host Larry King once said that 'he never learned a thing when he was talking.' He's right: In west Texas there's an expression that I personally take to heart: 'Never miss a good chance to shut up.' Let the other person talk, and keep in mind that that is a gift! That person is telling you something that's important to them, so shut up and really, really listen. There's gold to be mined there.

The other side of this is that the most effective companies in the world, which are professional services firms, have made a commitment internally to commit across the board to a culture of knowledge-sharing. When Einstein said that nobody knows as much as everybody, he was right—and these firms take that lesson to heart. They give every voice an opportunity to be heard, and they then synthesize all of that into a common solution to whatever customer problem they're working on.

The way we communicate with our peers in our generation is different from how we communicate across generational boundaries. Can you give examples of how we can overcome these differences?

The first thing to do is stand in front of a mirror and say this line to yourself: *All generations want the same things, but they want those things in different ways.* Now, ask yourself if you believe that, and if the answer is no, slap yourself very hard three times, then ask the question again. Repeat this process until the answer is, 'yes, I believe this.' Because it's true. I often hear people say, 'Millennials don't care about money.' Really? You think they live on sunshine and backrubs? OF COURSE they care about money—but they want some control over how they get paid. For example, a recent study showed that when a large (meaning, statistically significant) cohort of Millennials were given a choice of being paid a salary of \$100K or being paid a salary of \$100K, \$5K of which could be directed to a cause of their choice, they overwhelmingly chose the second option.

The point is that every generation has characteristics that differ from other generations in tangible, real ways. And, almost without exception, every company on Earth has a multigenerational workforce. They must all be managed differently, but toward the same outcomes.

You do a lot of work with global organizations. There are probably cultural differences in how organizations communicate based on geography that have to be recognized and respected in a global organization.

Oh yeah...more than most of us realize. I had the good fortune to spend my childhood in Spain, where I was quickly (and often embarrassingly) indoctrinated into the world of multiculturalism. The differences are vast, and honestly, understanding them goes back to your first question about communications. Americans in particular tend to be pretty ethnocentric, meaning that they assume the world thinks and acts the same way that we do, which of course, is not the case at all. So, the answer lies in taking the time to study those differences, ask questions, and think before acting. Most Europeans, for example, speak AT LEAST two languages, and some speak as many as six or seven. They understand the cultural nuances that each of those language groups brings, and they celebrate them. We, on the other hand, tend to do the opposite—and that's bad.

Do you think the internet has made it easier to overcome our communication differences or harder to do so?

Both. How's that for a consultant answer? Seriously, though, the answer really is 'both.' The Internet really has brought about what Frances Cairncross of the Economist Magazine called 'The death of distance.' It has certainly made the world smaller in many ways, but it has also made it opaque by giving the impression that everybody behaves the same way. If we are to believe what social media tells us, every country on Earth is just like every other country on Earth. And that's simply not true. Similarities? Of course! We're all human (OK, most of us—there are exceptions). But cultures are impossible to transmit electronically—they have to be experienced firsthand because they include nuances of history, food, geography, economics, psychology, sociology, ethics, social norms, and many other factors. YouTube, Facebook and Instagram can't BEGIN to capture those.

THOUGHTS FROM STEVE SHEPARD: Much Ado About Something

So much has been written about, agonized over and said about cloud-based solutions lately that I think it's time to make a few observations about what it is...and what it isn't. Let's get the basic stuff out of the way. Cloud is nothing more than a way to share the breathtakingly enormous cost of a critical infrastructure asset across a broad number of users, so that the cost can be amortized to make it affordable to a larger audience. That asset might be computers, security, operating systems, storage, applications, or even telecom infrastructure, as we're now seeing with the arrival of Network-as-a-Service.

Cloud offers a virtual resource, meaning that it gives the appearance of dedicated, private ownership when in fact, it's not. Its greatest advantages are important. First, it eliminates the need for a customer to make vast capital investments in IT infrastructure, instead spending OPEX dollars that can be more flexibly allocated. Second, it means that IT services are now treated the same way as utilities—you pay for what you use, and only what you use, just like water, gas, and electricity. Finally, it becomes a managed service, delivered from a trusted third party's data center, demonstrating that IT is all about business productivity, flexibility, scalability, and responsiveness to customer requirements—NOT technology.

My fundamental question is this: If you're not in the business of running a data center, why are you running a data center? Here are the reasons. First, security is daunting, and there is a chronic lack of in-house expertise. Furthermore, IT professionals are expensive and hard to find. Most data center applications require 24/7 uptime, yet 40% of all private IT shops still run windows server 2003—and it isn't even made anymore!

The list goes on. Upgrades are expensive and have low return; it's virtually impossible to predict storage growth; infrastructure must be sized for peak usage; scalability is slow; and, if you have to scale up for a temporary need, you can't 'unscale'—once the equipment is installed in your data center, it's there to stay.

It's time to adopt a more mature view of managed services and start looking very seriously at third party managed resources. There is no downside—it's all good.

THE I³ CORNER (I3.usc.edu)

The I3 engineers are working to ready V1 of the I3 software for its public debut before the end of this year. They are making usability and performance improvements based on the experiences from this summer's soft launch of the software.

Our next face-to-face meeting is scheduled for October 18 at USC's downtown offices (1149 S Hill Street, 9th floor, Los Angeles CA 90015). At this meeting, we will review the status of V1's progress and will discuss design plans for V2 feature extensions that are moving forward. Key features planned for inclusion in V2 include a networking feature (I3-I3 inter-nodal communications) and I3 support for video streams. [Please visit https://www.eventbrite.com/e/i3-consortium-oct-2019-meeting-registration-73142534289](https://www.eventbrite.com/e/i3-consortium-oct-2019-meeting-registration-73142534289) to register for the event.

We are working to simplify the I3 membership process and to update the I3 website (thanks to our new webmaster). Additionally, we are exploring the idea of offering a hosted I3 node for I3 Consortium member use. Supporting a hosted I3 node is complicated because it brings with it some support requirements but we are hopeful we can get a plan put together by the time the I3 software goes public.

We are going to try to keep the meeting to a half day session. (Please feel free to send us an email if there are items you wish to add to the program) The tentative agenda for the Oct 18 meeting is as follows:

12:30-1pm: Networking and Coffee

1pm-2pm: Welcome and I3 business issues

>> Membership simplification efforts

>>Website update

>> December 2019 Launch Conference

>>Project Updates from the project leaders

2-00:2:30 I3 V1 status update

2:30-4:30 V2 Planning and Discussion of Targeted Features

Note: the list of participants who pre-register will be pre-cleared through building security and utilized to manage food arrangements. So please pre-register - it makes the security process so much easier..

As a heads up, we are also working towards our next conference which is slated for December 19th at the USC campus. Given that we had a large event in August, this will be more streamlined event but we wanted to do something to celebrate the public release of the I3 software. Plans for this event will be discussed at the October 18 meeting.

This is truly and exciting time for the I3 community!

READER CONTRIBUTION Organizing to Thrive in the Digital Era by Bert Painter

We are in the midst of digitally enabled exponential change. Technology is hurtling forward, but our social systems—as organizations, communities, and societies—lag. A new form of data-driven efficiency management has rapidly spread from the workplace to nearly every environment within which we live our lives today. The social elements of this change will occur by default and in the service of technical optimization unless there is intentional design for humanity to adapt and thrive.

Fortunately, there is a heritage of practical social science on which we can build. It began in the middle of the 20th century with a new “organizational paradigm” that integrated technical and social aspects of an organization in the design of one “socio-technical system” (STS) entity. In this 20th century era of mechanization and automation, STS practitioners and academics in North America, Europe, Scandinavia, and Australia proved that “organizational choice” can enable simultaneous excellence in technical performance and the quality of people’s work lives.

Now in our hyper-connected, time-compressed world of the 21st century, there is a renewed conceptual foundation for STS design —“**SmarT Organization Design**”—that effectively combines human aspirations and concerns with digital capabilities in fundamentally new ways of operating to yield ecological, social and financial value to organizational stakeholders. “**SmarT Organization Design**” is founded on an information-processing backbone of 3 perspectives—socio-ecological, socio-technical, and socio-psychological—in combination with participative design technologies that inform and enable a whole system approach. The outcomes are ‘thriving’ institutions, communities, and ecosystems wherein people flourish, and where the whole system is ‘alive’ and adaptive through use of real-time data and continuous social learning and co-creation.

During September 10-13th this year, a Global Network of “SmarT” organization designers met at USC (in a conference co-sponsored with CTM) to explore some uniquely innovative organizations aiming to apply this approach in our digital era.

In the case of the STARLab Alliance, a learning consortium of leading edge American companies shared their prototype solutions to meet organization design challenges in digital transformation such as combining efficiency and innovation, networks and hierarchies, customer centricity, and new skills and behaviors of leadership. The Global Network members met also with a large-scale, crowd-based organization designed for ‘extreme’ innovation, Hyperloop Transportation Technologies (HTT), with offices in Culver City, CA and field operations across the globe. HTT has only 50 full-time employees. Meanwhile, 800 passionate, unpaid professionals distributed around the world perform core activities like engineering in exchange for stock options. Designing an organization to keep such a part-time (mostly 10 hours/week), virtual workforce fully engaged is a unique challenge Global Network members explored with HTT Executives.

“SmarT” organization design means being intentional about all of the choices—both technical and human—to enable a thriving whole system. Here, in the Greater Los Angeles Metropolitan Area, there is an example of such a “complex system”, a “Smart City” being developed by municipal governments, technology and service providers, citizens, and the I3 consortium led by USC Marshall School of Business & Viterbi School of Engineering. The Intelligent IoT Integrator (I3) is an innovative platform, a form of “technological choice” for data exchange that facilitates citizens’ and other stakeholder entities’ “organizational choice” about if and how their data can be used.

In the development of “smart service systems” world-wide, what the Los Angeles Metroplex is doing is still preliminary but it is innovative. Members of the Global Network for SmarT Organization Design from Europe, Scandinavia, and other parts of North America were impressed, and enjoyed their full day of working with LA Municipal and County CIOs to understand and help address challenges in the design of the LA Smart Parking Service, emphasizing citizens as key users and ‘co-designers’ of this one component of an emergent “community” of LA “smart service” systems.

The Global Network for SmarT Organization Design would sincerely like to thank the USC Institute of Communication Technology Management and our other USC co-sponsors (Center for Effective Organizations, and Marshall School of Business) for sharing their knowledge about these innovative organizational approaches. Members of the Global Network will continue this learning in their research and consulting, and in their next global conference in 2020 in Trondheim, Norway. If anyone wishes to join this exploration, please contact the [Global Network@www.smartorganizationdesign.com](mailto:GlobalNetwork@www.smartorganizationdesign.com) or the North American home of the network@www.stsroundtable.com.

READINGS FROM THE EDITOR'S DESK

- [The Future of Electronic Health Records](#). Electronic healthcare records (EHR) have made it easier for professions to work together for the patient's benefit. But, if the tech makes the doctor's job more difficult, that benefit is somewhat undermined and gives us a new challenge to address.
- [Lasting Relationships are Built on Trust, and Trust is Earned](#). Trust is the basis for any relationship - including customer-supplier relationships. As business model shift from a one-time sale based on cost of goods to including subscription services based on product value, trust becomes even more important.
- [Digital health ecosystems: A payer perspective](#). McKinsey suggests insurance companies go beyond being a financial backstop for their customers. In a digital world insurance companies will need to move into the data space in order to manage costs and to provide better services for their customers.
- [How Los Angeles Football Club uses technology to score with fans—and foil scalpers](#). Sports stadiums serve as high-tech incubators. They are contained environments that can utilize technology to improve the customer experience in a controlled space. High impact technology can then be rolled out to larger, less controlled environments.
- [9 Critical Technical Steps To Take Before A Breach](#). Many believe cybersecurity is a question of firewalls and detection software; while tools are necessary, it is the start. Cybersecurity needs companies to focus on people - they need a game plan that includes training and tested incident response plans.
- [The House that Robots Built](#). Technology is changing the construction industry and will reduce construction costs more than 20%. This includes changes based on droids, robots, and new materials but allows new business models that will effect construction suppliers and customers.
- [Carnival Looks to Keep Passengers Happier at Sea with IoT](#). Carnival is utilizing IOT on board their ships to reduce transnational friction and improve customer experiences. This is an excellent demonstration of how tech can be applied to improve the customer's journey and drive big gains to the bottom line.
- [How Toronto Locals Soured on Alphabet's Neighborhood of the Future](#). Toronto has been working with Google to become a smart-city but it has not been a smooth ride. At its core, cities are managed bottom up by the citizens whereas companies are managed top down. Conflict is inevitable as the processes do not mesh well.

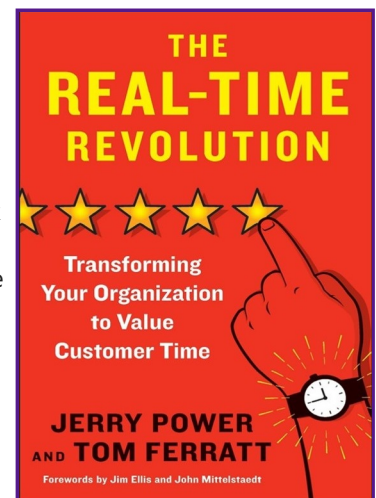
OUR LATEST EFFORT!

The Real-Time Revolution: Transforming Your Organization to Value Customer Time

by Jerry Power and Tom Ferratt

Time is becoming the dominant customer currency as people increasingly use time as the yardstick as the ultimate metric that defines the customer experience. Organizations striving to provide an idea customer experience have to be cognizant of the customer's time as they seek to demonstrate to the customer that they value all aspects of the customer's journey. Companies that are winning the battle in a competitive and always-on world set the bar for others to follow.

You can order the book from [Amazon](#), [Barnes and Noble](#), or [Penguin Random House](#)



CTM RESOURCES

CTM has a history of making topical and thoughtful information available to the CTM community. In support of our community, please refer to marshall.usc.edu/ctm for a complete list of resources we have made available.

LET'S CONTINUE THE CONVERSATION

Please feel free to forward this email to your friends and colleagues who you believe would benefit from participation in the CTM community. For those of you who wish to be included in the CTM family of people who believe that technology is a tool and that business success is achieved by skilled wielding of the tools available to us, feel free to reach out to us. If you have suggestions, topics you want to see included in future newsletter updates, or other general inquiries, feel free to email me at jerry.power@i3-iot.net. For physical mail correspondence: CTM, 1149 S Hill Street, 9th floor - Suite 959, Los Angeles CA 90015.

The idea expressed in this newsletter are intended to stimulate conversation and dialog that will lead to a better understanding of our collective future. The opinions may not necessarily reflect the opinions of USC, Marshall, CTM or the wider CTM community.

ABOUT CTM

Originally founded in 1985, the Institute for Communication Technology Management (CTM) has developed a reputation as the world's foremost institute at the intersection of technology and business. It is not a technology first organization and it is not a business first organization; instead it is focused on developing insights on how technology impacts business and how business impacts technology.