

## What's Different About Leading Today? Technology.

This comes from a workshop entitled: "The Shovel and Technology", a metaphor to expand on the idea of overdependence on technology: In essence:

**You wouldn't buy a shovel expecting it to dig a hole so why would anyone buy technology, expecting it to do business?**

As the industrialised world sprints headlong towards an economy dominated by cyberspace, the downside is:

- Lack of recognised ownership
- Customer and staff loyalty becoming an anachronism
- Corporate markets giving way to networks of small suppliers who are swifter to respond to changes and personalization than large corporates
- Businesses where marketing concepts rather than objects are traded.

Leaders of today are continually readdressing their perspective of success in regard to technology that was envisioned to support customers and staff more than it does, save more time than hoped for, authentically cut costs rather than add to overhead and, oh, yes, eliminate paper from our lives.

Businesses pursue a person's lifetime value and the "share of their individual wallet through various CRM (customer relationship management) software suites. Software promised to capture more of the theoretical worth of each customer and better balance this value against the cost to sell, maintain and service more demanding and knowledgeable clients.

Instead we have growing mountains of paper, need to spend anywhere from 2-5 hours of a day wrestling with e-mail and can more dramatically report on minute details that don't seem to benefit our business. We use technology to wring out the best deals from suppliers and vendors with the result that the quality of their products and service deteriorate (in concert with that our company provides).

But for every technological advance there is a paradoxical and unintended consequence. As we complicate the systems that govern our lives and the lives of our staff and customers, revenge effects multiply.

Technology demands leaders exert more, not less effort and vigilance. For every acute problem solved with technology, a chronic problem arises. For instance: new roads lead to bigger and longer traffic jams, antibiotic therapy promotes the spread of diseases, communication that impedes the flow of information creates an intent to get even.

Leaders of contact centres must therefore be more intimately aware of the value and pitfalls of technology than other operational areas because the bulk of their day-to-day tasks are so technology-dependent.

***Read about the author, Darlene D. Richard, at [www.CallCentreINTEGRITY.com/articles.htm](http://www.CallCentreINTEGRITY.com/articles.htm)***