

A Manifesto for Change:

**We Can't Afford the Old Ways of Working Anymore.
The New Way of Working Connects Us All Within a Global Video Community.**

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A new way of working is emerging, accelerated by a global financial crisis that is encouraging a different mindset. I believe that we can't afford the old ways of working anymore. We can't afford employees in silos disconnected from the senior ranks of organizations and unable to share new ideas. We can't afford the degradation of the environment and the wear-and-tear on transportation networks from constant travel. We can't afford to miss another first day or final football game while we spend hours on a plane. We can't afford the old ways of working because we now know that they don't work any more.

Difficult times accelerate change and encourage a break with past practices. My own industry, [telepresence](#) and [video conferencing](#), is one of the few bright spots in the economy today because it enables that change. Telepresence and video conferencing dramatically reduce the cost associated with travel while at the same time [transforming organizations](#) and, ultimately, our society.

In the corporate world, Big used to be better. Then it was about the fast beating the slow. Now it's about being connected. According to Wharton research, highly clustered, small-world networks lead to a quicker diffusion of ideas and, ultimately, more innovation. And innovation offers the best way out from the current economic doldrums.

What does that mean? It means that the old way of working, where strong connections were forged mainly within the four walls of a company or through extensive travel and contractual relationships, hampers innovation.

In [The New Way of Working](#), business leaders have to encourage everyone on their team to build strong connections far beyond the corporation's four walls -- enabling individuals to exchange ideas in an open community to spur innovation. Simply put, the companies with the most connections will win.

In the new way of working, video allows everyone to connect within a global video community.

However, the community benefits of stronger connections and faster innovation are only realized if we build technology that connects us regardless of our preferred vendor. Companies like Facebook and Apple have demonstrated the effectiveness of a community approach by opening up their systems to outside developers. [Open standards](#) video is a platform for exponentially increasing connections, which drives innovation.

Not everyone in the telepresence and video industry has embraced the industry standards necessary to build a global video community, choosing to lock out communities not on their proprietary systems. While non-standard systems are easier to build and might allow a greater degree of vendor control over client organizations, this approach slows innovation by locking people out.

I believe that we must all insist on open standards so connections are easy to make, communities are easy to build and new innovation can lead us out of these challenging economic times. I urge you to join the alliance of companies working to create this new way of working by lending your marketplace support.

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