








Touchspace

An agent provocateur, revolutionary, Financial Times here, one of the most influential and revolutionary teachers is Eddie Obeng.

Business Life

A man to watch. The rising guru of the business world.

Human Resources Magazine

The 'Max Headroom' of the business school world.

He has a 'best list' of book titles in a style far removed from the ponderous and arcane of most management tomes.

Daily Telegraph

The eclectic guru.

Business Life

Our resident guru.

Project Manager Today magazine

A cross between Rick Mayall and Trevor McDonald.

Henley Learning Partnership

One of the 'rock stars' of the world business education.

Duke Corp Education

Professor Eddie Obeng

THE OLD WAY ▲

Travel Costs
Boring Briefings
Fading Minutes
Patel Bills

THE NEW WAY ▼





Pentacle The Virtual Business School:
1994 - 2011





Cyberspace



www.pentaclethevbs.com

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Learning & Application WITHOUT BOUNDARIES

WHY QUBE?



As the global economic climate continues to stagnate, organisations across the globe have invested in a variety of technology-based applications such as video-conferencing, netmeetings, screen-sharing, and a host of web-based meeting services, in order to maintain and enhance internal communications. In all cases their aim is to provide alternatives to the face-to-face meeting, but reduce the cost and downtime caused by the rigours of international travel.

Many such technologies are now considered essential elements of a modern communications infrastructure, and provide significant advantages over a simple one-on-one telephone call. But none has succeeded in bridging the relationship gap that for many business exchanges forms an essential “glue” between the people involved to building trust and sound working conditions. And often the limitations of the medium are not compensated by a change of meeting behaviour: people still expect to conduct meetings at arms’ length in exactly the same manner as face-to-face.

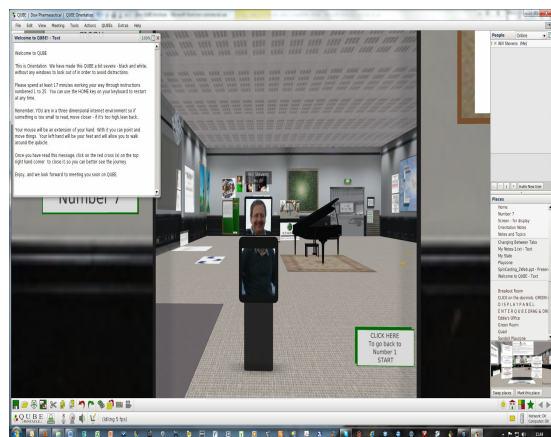
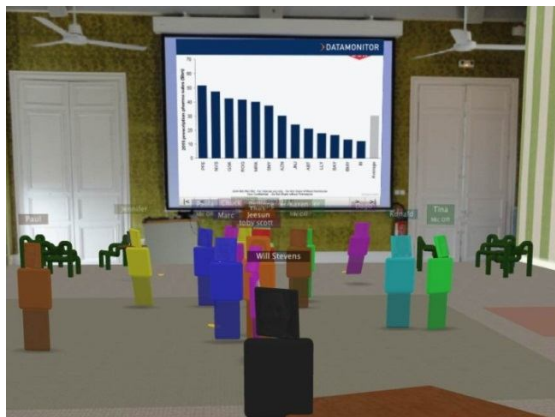
At the same time in this 21st century organisations are moving away from learning for learning’s sake to learning which directly can be used to deliver better outcomes. They are also moving away from meetings which are now, just a more expensive way than electronically, to share information to workshops each with deliverables and decisions made.

QUBE overcomes many of the barriers to effective remote-working: combining sound, vision, movement, and a realistic virtual-reality workspace, participants can quickly begin to work together in truly collaborative ways. Indeed, QUBE offers more in the way of technology support than many physical workspaces, and provides a highly efficient means for exchanging or pooling information and ideas.

At its best when used regularly and in a disciplined manner, QUBE can actually enhance the productivity of a team or workgroup: our studies have shown that participants tend to focus more on the task with fewer distractions when working on QUBE than they would do even if working together in the same space. After the novelty has worn off, QUBE becomes an extremely comfortable, secure, and collaborative medium for workshops of all shapes and sizes, and makes a major contribution to organisational productivity.

QUBE is supplied by Pentacle The Virtual Business School, a UK-based training and business consultancy specialising in Business Transformation in our ambiguous and complex 21st century world.

WHAT IS QUBE?



QUBE's ability to minimise the impact of time and space boundaries enables it to offer true global working: When your executive board needs to develop strategy it can be built with full engagement and expert facilitation without endless long haul flights to meetings where executives arrive too exhausted to be creative. When your project team in Asia finishes work, the European team can take over on the same project and in the same space; a few hours later the Americas teams can add their contributions, providing a true 24-hour working space that effectively harnesses worldwide resources. - They all make use of 21st century project management approaches and are coached in how to deliver more, faster with less. Managers across the globe can intervene, making comments or suggestions, and be kept instantly informed of progress on projects taking place everywhere in the world.

Each participant in QUBE is represented by an avatar; simple "lego-like" figures work best, providing enough of a human form to be realistic, but avoiding the video-game distractions and bandwidth implications of more lifelike forms. Figures can move around the workspace using simple keyboard and mouse controls; groups can form and disband as tasks require; breakout rooms can provide privacy or more security.

Conferences, project team workshops, workgroups, training events, management reviews - whilst in principle there are no limitations to the use of QUBE, in practice we have found that the most outstanding results come under the following conditions:

1. as a regular workshop place, where the novelty of the medium wears off, and the basic skills of interacting and communicating cease to be a distraction
2. in a defined business process, where a structured way of working can be followed
3. where a strong group leader or facilitator manages progress, and ensures that all participants' contributions are sought and recognised (a process we developed and refer to as "SpinCasting™")
4. where the duration of each session is limited to around three hours

All QUBE spaces are provided already containing the frameworks, tools and techniques which will improve the performance of the team and help them to learn better ways to work. We call these PETs (Performance Enhancement Tools) They also come with a facilitator or coach. The Intellectual property has been developed by [Professor Eddie Obeng](#). QUBE's environment will encourage the maximum of innovation, creative thinking, and forward planning. Not a single airline flight nor hotel room need be funded throughout the entire process. Not even the cost of a cup of coffee nor a pastry need impact your budget; your financial controller will be delighted.



WHAT CAN I DO ON QUBE?



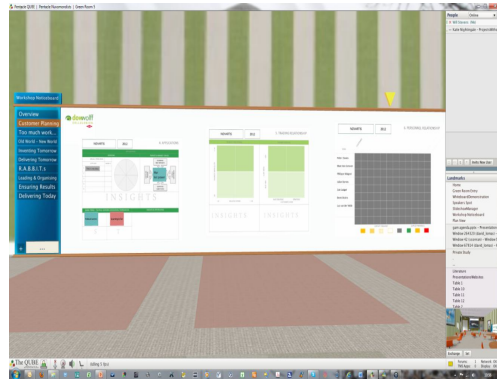
QUBE provides one of the most technology-rich workshop environments imaginable. The following applications can all be provided with ease:

- screen-based presentations
- flip-chart recording of ideas and group contributions
- “post-it” note contributions to process documents on whiteboards
- Screen-sharing of participants’ pc-based, data, applications, or internet activity
- Live or pre-recorded video
- Breakout groupwork
- Facilitator supervision and intervention
- Simple recording of outputs through screen-print or file download

There is almost no limit to the technologies which can be accommodated in QUBE. As always, we recommend selecting the most appropriate technologies for the job in hand, and ensuring all participants have an equal opportunity to make views and comments. Your facilitator/coach will guide and advise you.



WHAT SECURITY AND TECHNICAL ISSUES DO I NEED TO CONSIDER?



All data held temporarily on the QUBE server is encrypted, as are all interactions between the server and participants' pcs.

For confidentiality purposes, we recommend treating QUBE in the same way as a conference room or meeting room in your offices: in other words, only allow in nominated people (through QUBE's secure access controls); use screen-sharing of confidential data wherever possible; don't leave the room unattended.

Security considerations will be included in the design of the business processes, to minimise risk and to leave control of security with you.

Registration of approved participants requires no submission of personal data, just an email address. Participants are invited to download a small QUBE App using their normal approved internet browser. The App provides just the local interface from the participant's pc to QUBE; it creates no links or connections to any other resources or data on the pc.

MAKING QUBE WORK



Like all good tools, time spent in familiarisation and practice will bring many rewards.

Before the first working session, all participants will be registered on QUBE, and invited to visit QUBE Orientation. Orientation takes a minimum of 17 minutes to discover all the controls required to take part in a managed session; however they can spend as much time as they wish taking part in a planned sequence of exercises covering all the basic skills of movement, communicating, working in groups, creating and posting notes, and sharing files. Normally it takes a further half hour in a workshop with other people to completely forget that you are staring at a computer screen and not in a real room.

At the same time we will organise the QUBE group qubicles for your exclusive use, and make these available to all of your approved participants.

The next important factor is to plan the workshop with more attention to detail than normal. In a regular face-to-face meeting it is easy to improvise with timing and resources; with QUBE it is important to give more clarity to the objectives, the process, and the contributions of the participants. Again here we insist that your first sessions are led by one of our facilitator coaches so you can get the most out of them and learn how to work and learn virtually.

The secret of running an effective virtual workshop - with every medium - depends upon firm leadership, clear purpose and processes, and regular polling of all participants; a process we refer to as "SpinCasting™". In the same way as a computer continually polls a network in order to exchange data with its networked devices, so the group leader must regularly poll all participants - in order to ensure all contributions are received and no-one feels excluded. This also helps to minimise local distractions, and avoids participants paying more attention to their emails than to the workshop. A clear end-time must be given to any break-out exercises, which can be complemented with a countdown timer mounted on one wall of the QUBE

Even with the realism of QUBE, we recommend limiting each workshop to a maximum of four hours. A series of short workshops achieves much more impact than one long one.

CASE STUDY

DOW-WOLFF CELLULOSES, BUSINESS PLANNING



Financial constraints, especially bans on non-essential travel, had forced upon DWC a number of postponements of key Business Planning activities. As 2012 approached, there was the possibility that a new approach to customer business planning, with its potential to transform some of the company's relationships with its key clients, and to successfully migrate from a distribution model highly dependent upon a third-party, could be compromised.

The DWC commercial management team faced several dilemmas:

- how to stimulate the thinking of the account teams to transform their view of the customer and produce comprehensive state-of-the-art business plans and customer strategies
- how to create an environment within which the key members of the customer-facing organisation could adopt new and powerful planning concepts in an atmosphere which fosters teamwork and innovation
- how to maximise knowledge of those accounts where little direct contact had historically been in place and drive a change of behaviour.
- and at the same time, how to comply with stringent cost constraints.

Pentacle proposed a solution combining the following elements:

1. a powerful tailored business planning process that can be integrated with DWC's Planit+ using on-screen documentation
2. education in a number of Pentacles NewWorld planning techniques that give clarity to emerging market trends and an accurate look forward at DWC's potential business contribution to its customers
3. expert facilitation in the adoption of the process, and in the creation of robust business plans
4. unlimited use of QUBE - a Three-Dimensional Internet environment - for the duration of the programme

CASE STUDY

WHAT PARTICIPANTS SAID:

"QUBE made the conference call more personal

"Creates the feeling to be in a real place together with the other participants

"Helps considerably to stay focused vs. Livemeeting, especially for >3hours

"Active interaction like we are in the same room, physically; and fun

"Very easy to get adapted to

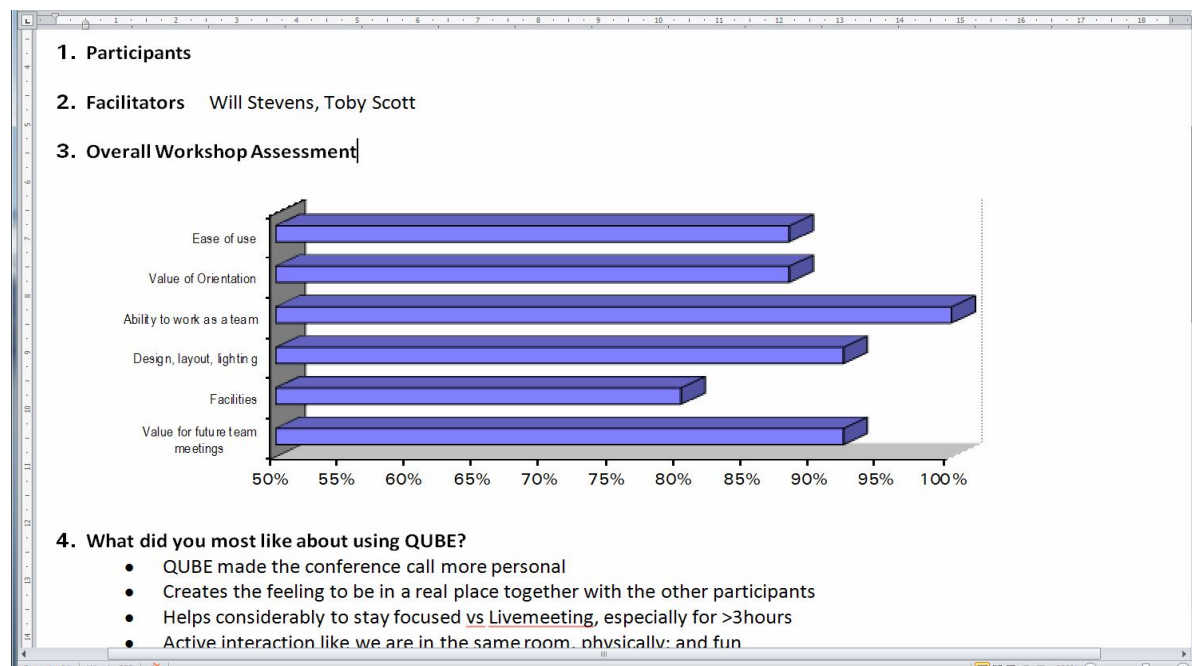
"Extremely powerful for teamworking

"Definitely a very good tool to create a valuable business environment

"All I needed was cookies (to eat) and I could have spent all day here

The results of the programme have been outstanding. Within a very short timescale participants were working together both as a team and in smaller workgroups, sharing new concepts and ideas, almost oblivious to the fact that individuals were physically located right across the globe. We are confident that this combination of planning expertise and the unique qualities of QUBE, will help to transform some customer relationships, and make a significant contribution to DWC's 2012 business goals. Compared to the cost of old-world classroom-based workshops, with its travel, accommodation, subsistence, and time lost, the business case for this solution was overwhelming

Screenshot from QUBE



WHAT ARE THE TYPICAL WAYS TO USE QUBE?

Description	Activity	Description	Notes of your needs
Silver	For short transformation	3 months of teaching, coaching and facilitated support to put new ideas into practice	
	Useful for: Innovation, Change management, Leadership/ Team development, Business Turnaround, Program or Project Delivery Market/Sales development	<ol style="list-style-type: none"> 1. Approximately 20 hours of tutor engagement in workshop sessions and regular 'review drumbeats' Making use of one of our standard QUBEs (Innovation, Project {Fog/Quest/Movie}, Leadership, Performance Enhancement Tools, Organisation, Programme Delivery, Business Turnaround/Transformation) All materials, HealthChecks and analysis as needed No ongoing use of QUBE 	
Black	For medium term transformation.	6 months of teaching, coaching and facilitated support to put new ideas into practice	
	Useful for: Innovation, Change management, Leadership/ Team development, Business Turnaround, Program or Project Delivery projects Market/ Sales development	<ol style="list-style-type: none"> 1. Approximately 50 hours of tutor engagement in workshop sessions and regular 'review drumbeats' Making use of one of our standard QUBEs (Innovation, Project {Fog/Quest/Movie}, Leadership, Performance Enhancement Tools, Organisation, Programme Delivery, Business Turnaround/Transformation) All materials, HealthChecks and analysis as needed. Extra facilitation can be purchased at cost Ongoing use of Pentacle QUBE after this with in house, trained QUBE Facilitators 	





Gold

For significant transformation 9 months of teaching, coaching and facilitated support to put new ideas into practice

Useful for: Innovation, Business Turnaround and delivery of new strategy, Program or Project Delivery Cultural Change, Change management, Leadership/ Team development, Market/ Sales development

- 1. Approximately 80 hours of tutor engagement in workshop sessions and regular 'review drumbeats'**
2. Making use of one of our standard QUBEs (Innovation, Project {Fog/Quest/Movie}, Leadership, Performance Enhancement Tools, Organisation, Programme Delivery, Business Turnaround/Transformation)
3. All materials, HealthChecks and analysis as needed.
4. Extra facilitation can be purchased at cost
5. Ongoing use of Pentacle QUBE after this with in house, trained QUBE Facilitators

Custom

After Conference Service. Ensuring the Vision and strategy from the conference are translated and implemented across the organisation effectively and quickly

Minimum of 3 months

•As specified

Taking it in house

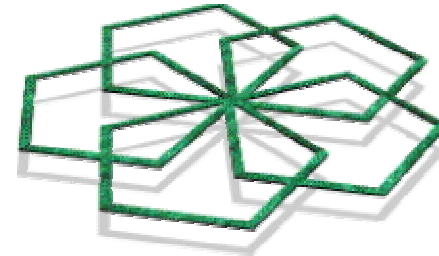
Train the Trainer

3-5 in house trainers
10 hours of training



- **Pentacle is NOT a consultancy.** We are educators. We work with the organisation and teach the people in the organisation how to practically solve problems and deliver results. We do not generate dependency and our objective is to leave you in charge of a new capability
- **Pentacle is NOT academic.** Pentacle tutors are practical educators with management experience. Our research is always applied and concrete
- **Pentacle is NOT Traditional.** Pentacle is a safe bet because our work with you will be better than what your competitors are buying as standard
- **Pentacle is NOT a supplier.** We will make your goals our goals and strive to support you as partners

The organisation structure of Pentacle is very simple. Instead of a hierarchy it is based on a **core team** and **virtual teams**. Everyone involved works on a project-by-project basis. The [OrganoWeb](#) has been implemented in several client organisations and published in the book [Never Re-organise Again](#)



By combining a core team with a virtual team we can deliver what the client needs and wants. Most consultancies 'own' a hierarchy and Business Schools 'own' a faculty.

They find it far easier and more profitable to 'force' upon the client, the people, topics and capabilities they already have on a salary, than to really focus on meeting the client's real needs.

By using the core team as the "nodes" of the network, we can scale up or down to resource projects of almost any size from, 1:1 coaching for CEOs to major programs for organisations the size and scale of Total Oil without a loss in quality.

Professor Eddie Obeng spent over ten years inventing re-writing and re-purposing management concepts, frameworks and tools so that they are relevant to the 21st century and actually help us in our fast changing turbulent [New World](#). As a result we have effective and innovative ways to tackle most of the things you throw at us.

We use technology to enable us to be physically geographically separate and yet completely aligned. We ourselves use the technology we use to teach and collaborate with you from our 3D environment of [QUBE](#) to our innovative WebSpaces we have many ways to use technology to serve you ...And we avoid PowerPoint as much as possible!



WHAT DO I DO NEXT?

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