Management Cockpit War Room: Objectives, Concept and Function, and Future Prospects of a (Still) Unusual, But Highly Effective Management Tool

By Jürgen H. Daum

- War rooms have long been known in military circles. Now the concept is also successfully applied in the business arena.
- The concept: The Management Cockpit War Room concept combines the insights of neuroscience and room ergonomics with modern company management techniques and information technology.
- The benefits: Improvement in the ability to take strategic decisions, the quality of management decisions, management communication, and the productivity of the management team as a whole.
- The future: Productivity improvements for the “management worker” will in future be at the top of the agenda in companies that want to survive in the face of global, highly dynamic competition. The war room concept is only the first step, but it already has greater impact on the role of the controller.

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Introduction

If you mention the word “War Room” to managers or controllers in Great Britain, they will normally know immediately what you are referring to: A type of command room that a team of managers can use as a base to control an operation as effectively as possible and free from disturbance and outside interference.

The term was made known to a wider public by Winston Churchill, Britain’s Prime Minister during the Second World War. For the duration of the War, Churchill and his War Cabinet retreated to the Cabinet War Rooms in London’s Whitehall district, close to the seat of government and the Houses of Parliament, so that they could continue running government

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business and above all direct the British war machinery without interruptions from German air
strikes and without risking their lives. The Cabinet War Rooms opened August 27, 1939, one
week before Germany attacked Poland and Britain’s subsequently declared war on
Germany. Shortly after Winston Churchill became Prime Minister in 1940, he visited the
Cabinet War Rooms and is reported to have said “This is the room from which I will direct the
war.”

On VJ Day in August 1945, the Second World War came to an end and the Cabinet War
Rooms were no longer required. For the first time since Britain joined the War, the lights went
off in the Cabinet War Rooms on August 16, 1945. Since 1981 members of the public have
been able to visit the Cabinet War Rooms and see everything virtually as it was left in 19452.

And what will visitors find there?

First of all, they will have to go deep underground, past a very thick concrete ceiling, in order
to get to the Cabinet War Rooms, which are fairly cramped.

Apart from Churchill’s private chambers and rooms for office staff and Chiefs of Staff, they
include the Map Room, which was also the information hub of the Cabinet War Rooms. The
walls are pasted with large-scale maps of the Atlantic, Europe and Far Eastern theaters of
war. This was the actual command center of the Cabinet War Rooms, the room used for
daily meetings to discuss the situation and take or prepare for decisions. The meetings of the
War Cabinet were held in the Cabinet Room, the largest of the Cabinet War Rooms and
practically the center of government during the War. Churchill also used this room for
meetings with his Defense Committee, which served him as the principal instrument for
conducting the war, bringing together specific ministers and Chiefs of Staff of the armed
forces. Meetings were held whenever a decision had to be taken, often at night. Churchill
occasionally called meetings here during the evening bombing raids over London and
sometimes brought them to a close long after midnight.

Churchill liked about the Cabinet War Rooms that all the essential functions were in close
proximity of each other: Map Room, Cabinet Room, the offices and meeting rooms of the
Chiefs of Staff, and the telephone in the Transatlantic Telephone Room, which provided an
enciphered hotline to the U.S. President. Churchill often spent the night in the Cabinet War
Rooms, in one of the private chambers intended for the purpose, if the bombing raids made it
too dangerous to return to his official residence at No. 10 Downing Street.

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2 Address: Cabinet War Rooms, Clive Steps, King Charles Street, London SW1A 2AQ, United Kingdom. For more
information visit http://cwr.iwm.org.uk/
3 Source: Cabinet War Rooms (http://cwr.iwm.org.uk/)
4 Source: Cabinet War Rooms (http://cwr.iwm.org.uk/)
From Military War Room to Management Cockpit War Room

The war room concept, which has its origins in the military environment, was known and used long before the Second World War. Today it is also successfully applied in business for the management and control of companies - in the form of Management Cockpit War Rooms. N.E.T. Research, a company based in Brussels that specializes in Management Cockpits\(^\text{5}\), has already supported more than 60 companies in Europe and America in implementing such war rooms and advised and trained management and the so-called Cockpit Officers in their use.

Visitors to a “corporate war room,” e.g., at Siemens Belux in Brussels, Siemens’ regional center for the Benelux region, will immediately notice the similarities with the Cabinet War Rooms in London:

To get to the Management Cockpit War Room of Siemens Belux, you also have to climb down into the basement of the Siemens Coordination Center in Brussels. Just like the Map Room and the Cabinet Room of the Cabinets War Rooms in London, this room is completely windowless.\(^\text{6}\) And similar to the Map Room of the Cabinet War Rooms, the walls are covered with large graphic displays showing the latest information on market and company developments. In addition, the flight deck, a computer with six screens, can be used to access further information in the company’s database or on the internet whenever necessary (in the Cabinet War Rooms the information was still provided by telephone by the Chiefs of Staff or by courier). And again like the Cabinet Room, this room is not only an information hub, but also a meeting room, designed to support effective decision making by a team of company executives, also known as a decision room, a term that is often used in connection with the Management Cockpit War Room concept.

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\(^{5}\) See http://www.management-cockpit.net/

\(^{6}\) Siemens Belux has moved in 2006 into a new building without a basement. The new management cockpit room there is located now on the first floor.
Why Does a Company Need a Management Cockpit War Room?

Essentially, companies and managers cite two reasons for using a management cockpit war room:

1. Effective information supply: Information, tailored to management needs and focused on decision-making and problem-solving, is visually prepared and provided to a group of managers.

2. Effective management collaboration: It effectively supports the work of a management team and the accompanying communication, analysis, and decision processes.

The first reason is related to the issue of management information management, which most companies have organized poorly or not addressed in any systematic way at all, in spite of the availability of a comprehensive IT infrastructure: Managers are confronted with a wealth of data, most of which is not relevant for decision-taking. In many cases there is no clear policy on what is to be measured and reported. Consequently, managers and management teams complain that they are exposed to a tremendous flood of information, while at the same time vital information necessary for business control is missing.

This is rooted in a fundamental problem, of which few people are aware in day-to-day business activities, and which initially has nothing to do with information technology or financial control. I refer to the limited information-processing ability of the human brain, which cannot cope with the flood of information in today’s global, dynamic, and open economy.

Scientific research has shown that the human brain can still effectively process an information flow of up to around 800 characters per minute. The research conducted by Prof. Patrick Georges, the “inventor” of the Management Cockpit War Room, has established that managers today are bombarded by an information density of at least 4000 characters per minute, taking the form of phone calls, e-mails, faxes, meetings, and reports. To master this challenge, keep an overview, and avoid losing control, this flood of information must be reduced intelligently and in a targeted manner, and information processing and decision-making processes have to be rationalized.

What is meant by “rationalize”?

On the one hand, this entails standardizing management information in the company so that each member of the management team, as well as the rest of the organization, has a similar understanding of the reported object or key figure. On the other, it also involves selecting the relevant information and establishing general rules on how to deal with it in the decision-making process.

As Patrick Georges found out during his research, managers are not very good at correctly estimating the probability of certain events: They tend to underestimate great risks and overestimate small risks. Moreover, they are more sensitive to losses than to possible gains and therefore tend to take more effort to avoid a small risk of loss than to turn a good opportunity into a gain. This is to be avoided by using the Management Cockpit to standardize decision-making and other processes.

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7 Patrick M. Georges is a neurosurgeon at the university hospital in Charleroi, Belgium, honorary professor for management at the Sovay Business School at the University of Brussels, Director of the Human Intelligence Management Center at the Ecole des Hautes Etudes Commerciales near Paris (H.E.C), Scientific Director of N.E.T. Research, Brussels, and author of a number of French management books. In addition to his work as a neurosurgeon, he conducts research into improving the intellectual productivity of managers and management teams, and he trains and advises company executives. One result of his work is the Management Cockpit War Room concept, of which he is the originator. See [http://www.patrick-georges.net/](http://www.patrick-georges.net/)

In addition, it must become possible to make better use of shared intelligence, i.e., the intellectual synergies of a management team, in order to improve the management team's overall ability to process information and make decisions. That relates to the second reason given above.

A good management team is characterized by variety: There are different capabilities and different responsibilities, resulting in different views on the company and its environment. A well-known test, which shows immediately the problems that this entails for the members of a management team, is to ask each of its members to write on a sheet of paper, separately and without consulting each other, the ten key factors and indicators that are relevant for the management of the company from his or her point of view. The result rarely fails to surprise all concerned: There is hardly any agreement - typically less than half, and often significantly less. But how is a management team meant to lead and control a company or division effectively if its members do not have a common denominator?

It is an important objective of the Management Cockpit War Room concept to create a common communication framework:

- By providing a jointly developed and defined information base, which is systematically checked and updated as part of Management Cockpit meetings
- By designing the room ergonomically and visualizing the information
- By specially designing and standardizing the communication and decision-making processes to be followed during a Management Cockpit meeting
- By setting a number of behavioral rules to optimize communication and decision-making

The Management Cockpit War Room concept thus addresses both aspects: The intelligent reduction, structuring, and ergonomic arrangement of management information, and the enabling of effective communication and decision-making processes in the management team. If you compare it with the Cabinet War Rooms in London, it is like a combination of Map Room (where information is presented and standardized) and Cabinet Room (conference and decision room).

In this regard, the Management Cockpit War Room concept is particularly focused on improving the productivity of the management team and supporting communication and decision-making. “To build a Management Cockpit is to build a team,” writes Patrick Georges in his book9.

This places the Management Cockpit War Room concept within the tradition of the French Tableau de Bord concept, which has been used in France for over four decades. What makes the Tableau de Bord different from the much more recent Balanced Scorecard is its greater focus on integrating operational performance indicators, and above all its support for management communication and management and decision-making processes, by visualizing the information in a management-ready format. The Management Cockpit War Room concept, which combines the two approaches to structuring management information, Balanced Scorecard, and Tableau de Bord10, focuses in particular on the second point (communication and visualization), which it has developed further in line with human intelligence management aspects and with a view to improving the productivity of management teams.

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9 Georges, P.M. (2002), p. 4
10 For a detailed presentation of the tableau de bord concept and a comparison with the balanced scorecard see: Daum, J.H. (2005)
Concept and function

In order to achieve this objective, the following are combined to improve management team and organization productivity:

- Concepts to improve the intellectual productivity and decision quality of managers
- Concepts to improve cross-functional and cross-divisional decision and control processes
- Information technology
- Ergonomic room design

In this way, the Management Cockpit War Room concept intends to create an ideal combination of human intelligence and management processes, with support from information technology and ergonomic office architecture.

The best way to “experience” the result is by visiting such a Corporate War Room in person. When entering the War Room, visitors often show an emotional response. The space itself is impressive. Its specific design, the lighting, the remoteness and quiet, and its special atmosphere as a whole create an impression of importance, concentration – all typical for a corporate command center.

The walls and ceilings are dark blue and the room has no windows to prevent the attention of the people in the room from wandering. This guides the visitor’s focus immediately toward the lit panels, or wall display system, with its Black Wall, Blue Wall, Red Wall, and - usually to one side - the White Wall.

Fig. 4: In the Management Cockpit, the information is presented on the four “Walls,” using special ergonomic navigation

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The structure and presentation of the information are based on how the human brain works when it absorbs information and prepares for and takes decisions. The four Walls represent the four main steps of the decision process and provide answers to the following questions:

1. Where are we in relation to our overall targets? (Black Wall with the main indicators – the Black Wall also integrates the balanced scorecard if used)
2. What are our resources like? What can we do? (Blue Wall with detailed indicators and information on resources and internal processes)
3. What are our critical success factors and the (external) obstacles that have to be overcome so that we can achieve our targets? Where do we have to take action? (Red Wall with detailed indicators and information on customers, markets, and competitors)
4. What are the critical decisions that have to be taken now? (White Wall with information on the agreed actions, strategic projects, etc.)

This question and answer system has proved useful in practice, because Patrick Georges' research has shown that managers find it easiest to absorb information if it is presented in the form of questions combined with answers, broken down into the four Walls (the logical views and frames with four analysis levels, see Fig. 4).

The aim is to formalize management review meetings and the associated decision process and to support managers during the process of information processing by providing ergonomically visualized material.

The information is visualized via the six logical views for each Wall, representing the six most important questions per Wall. Each logical view consists of six “frames”, which contain graphical charts with detailed information relating to the questions (see Fig. 5).

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Fig. 5: The logical views of the Black Wall (source: N.E.T. Research)

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11 The frames present the graphical charts and text-based information within a logical view
But why six?

This also has to do with the information processing capacities of the human brain. Our working memory is the short-term memory. It works like a blackboard at school, on which you write information relevant for the next decision. But the short-term memory only has a small storage capacity of approximately seven information units. We can retain seven different pieces of information for up to approximately ten minutes, but we have difficulty in retaining ten. When additional information units are to be stored, those that entered first are “forgotten”. For this reason, the number of information units presented per topic should be limited to six. That gives managers the opportunity to consider an issue or the answer to a question from all (six) perspectives, before arriving at conclusions and making a decision. It also leaves one storage slot, for example to retain the result from the discussion of the previous question 12.

The information (questions) is visualized on four levels (see Fig. 6):

- Level 1 shows the overall status in the form of a traffic light status: Red for “alert/action required”, green for “o.k./can be ignored for the time being”, and amber for “caution/to be watched.” There are traffic lights for the whole logical view and for the individual frames.

- Level 2 uses a special diagram to present the greater picture within a logical view in such a way that managers can receive optimal mental support during the analysis process and capture the overall situation in question at a glance. One example is the so-called ILS diagram (ILS = instrument landing system). If you want to meet your targets accurately, you have to have the crosshair accurately positioned. The vertical line of the crosshair shows the overall result, e.g., a financial target. The horizontal line shows an important lead indicator, e.g., order backlog, which flags up at an early stage that the overall result, which is currently still showing green, may be at risk of turning negative. The crosshair should therefore always be as centered as possible. Even if it moves into the top right corner, it could be a signal that there is a need for action: Growth may have accelerated faster than planned and may require capacity adjustments.

- Level 3 shows further details in the relevant logical view, displayed as trend curves, histograms, and bar charts.

- Level 4 provides a further level of detail and allows you to drill down into the underlying figures, spreadsheets, and reports (this is done with what are known as flight decks – see below)

Depending on the specific needs, the graphically presented, structured information (i.e., on the basis of figures) is supplemented with unstructured information (text). This is typically displayed on the Red Wall as news on important competitors or customers.

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The wall display system is static for the duration of each meeting, although the cockpit officer feeds meeting-specific information into it before it starts. The information presented with the wall display system represents the basic information for the agenda of each meeting.

However, additional information can be called up whenever needed by using the flight deck. The flight deck is a computer system in the Management Cockpit room that is linked to the company’s management information system. The Management Cockpit software can be used to electronically call up a logical view for which detailed analysis is required. With this system, the Cockpit Officer, usually a younger controller, can interactively perform detailed online analysis for the meeting participants while the meeting is in progress. Again, the six screens allow the participants to keep an eye on the topic during the discussion, as seen simultaneously from different perspectives. That would not be possible with only one screen, because the different windows would overlap.

The cockpit officer also uses the flight deck to prepare and upload the information onto the wall display system for specific meetings. The system can store different Management Cockpits for different meetings (e.g., the monthly management review meeting, sales meetings, project team meetings, etc.), which can be accessed whenever required.

But the wall display system does not only structure the agenda of management meetings and the decision process, it also determines the seating arrangements. During review meetings with the business divisions, for example, CFO and CEO always sit at the front, near to the Black Wall, i.e., near the information that gives an overall view of the company. The CFO sits toward the Red Wall, with a view of the external information on market, customers, and competitors, an area to which he or she is less exposed during day-to-day activities. The

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13 An appropriate software solution is available on the basis of SAP Strategic Enterprise Management (SAP SEM)/SAP BI (Business Intelligence)
CEO sits toward the Blue Wall, with a view of the internal divisions and processes, an area in which a CEO gets less involved than a CFO. This arrangement is intended to promote cross-functional understanding. The representatives of the divisions sit further away from the Black Wall and closer to the red and Blue Walls – the information on operational business.

The meetings are prepared by the Chief Cockpit Officer (usually the head of the controlling department) and the Cockpit Officer (his or her assistant) by analyzing on the flight deck both the current status of the area to be dealt with at the meeting (total company, division, shared services, a major R&D or customer project, etc.) and the status of the actions agreed on at the previous meeting. Logical views and frames or actions on “red” are automatically added to the agenda. Other items that are to be discussed at the meeting from a higher-level point of view e.g. at the request of executive management, may also be added.

No information, other than the Management Cockpit tools, such as PowerPoint presentations given by the divisions, is allowed while the meeting is in progress. This is done to avoid that individual issues outside of the management model (which is what the Management Cockpit with its selection of logical views and indicators is) are overemphasized or played down because it suits individual managers, thus distorting the overall picture.

The agenda is presented on the White Wall. It shows all the actions agreed on at the last meetings, as well as strategically important projects and their progress. This is also where newly defined actions are added. After the meeting, the Chief Cockpit Officer enters these actions into the system. Then all participants get intranet access (through the same software application that is used on the flight deck) to the electronic version of their Management Cockpit so that they can do any follow-up work (and also prepare for the next meeting).

In addition to regular meetings, companies that use this system also hold ad-hoc crisis meetings in the Management Cockpit War Room whenever the success-critical indicators show sudden negative variances between regular meetings so that there is no time to wait for the next scheduled meeting.

The decisions taken at a Management Cockpit meeting only come into effect after at least 24 hours, unless they are vetoed by senior management. That is another recommendation of human intelligence expert Patrick Georges. This is to give managers the opportunity to “sleep on” the decision, i.e., to use the brain’s subconscious capacities for another check of the decision. For similar reasons, he also recommends that the meetings should preferably be held on Friday afternoons so that the participants have the weekend to process the absorbed information in their subconscious.

Readers may initially regard this as over the top, but research has shown that 80% of intellectual capacities are in the subconscious, which is active all the time. More effort should be made to exploit this tremendous additional resource, which is not often utilized systematically.

**Implementation process and benefits**

Users of the Management Cockpit War Room concept regard the implementation process as an essential component of the final product and agree that this process alone has delivered substantial benefits.

The reason is that the introduction of a Management Cockpit War Room is performed with active management involvement. The managers (and future users) should decide themselves what “their” future Management Cockpit is to look like.

Another point to consider is that a Management Cockpit War Room and the associated infrastructure, e.g. the management information system on which it is based, can only be used to their full effect if it is integrated into the strategy management process. The central objective is to focus management information on the key points, i.e., on the strategy and the
existing value-creation system. To achieve that, management first has to agree on the detail of its own strategy, which means including sub-targets, initiatives, and actions, as well as on the key success factors and value-adding processes in the company.

For this reason, the implementation of a Management Cockpit War Room begins with the mission, vision, and strategy. Often, this is the first time that the management team jointly develops a detailed shared view of the future of the company, ways of getting there, and the main drivers of existing operations.

Only once this step has been completed, do the managers jointly define the key performance indicators and appropriate targets. Then a check is performed from an overall perspective to establish whether all the components dovetail into each other and produce a meaningful whole (this step is called “certification”). Finally, suitable visualizations are chosen for each frame and key figure cluster.

It is important to involve management right from the start and to keep up the momentum. This is why a Management Cockpit should become operational as quickly as possible. The first Management Cockpit meeting is typically held after only 3 months, although the focus is initially on the most important indicators and on filling only the Black Wall with information. The other areas are added successively.

What benefits does a Management Cockpit War Room deliver?

Unlike the first impression that uninvolved visitors of a Management Cockpit War Room get, users unanimously report that the point is not simply to present and visualize management information in a more appealing way. On the contrary, the Management Cockpit War Room is a highly effective management tool to improve the management team’s productivity and ability to control the company.

The benefits of a Management Cockpit War Room include:

- **Management coherence**: It is used as a uniform link between management and the rest of the company or operational activities and it is the point of reference for management. In this way, it creates a shared understanding and pools existing strengths and management potential.

- **Strategy focus**: It helps management to deal with strategy and strategic issues not only once a year, but to infuse all operational management decisions taken in day-to-day business with strategic considerations so that they are compatible with the strategy and contribute to its successful implementation.

- **Promotes systematic thinking and cross-functional learning**: The Management Cockpit is based on a jointly approved model of the management object (company, division, etc.). This, and the holistic presentation of different issues, encourages the members of the management team to learn horizontally across functions and to think systematically. This leads to a much more broadly based approach and a high degree of cross-divisional transparency that goes beyond the pure financials. This in turn enables more efficient trade-off decisions.

- **Increased efficiency of management meetings**: The structured procedure and the standardized information and model basis make management review meetings highly efficient. Instead of half a day or a whole day, they now take an hour or less.

- **Management know-how is saved and preserved**: The Management Cockpit saves and securely preserves the existing management know-how, irrespective of the person. At Iglo-Ola, a company of the Unilever Group in Belgium, which also uses the Management Cockpit War Room, the entire management team was replaced over time as the result of promotions and
intercompany transfers – without impacting the consistency of its activities or long-term strategy because of a succession of new beginnings. The Management Cockpit allowed new members of the management team to familiarize themselves quickly with the strategy and characteristics of Iglo-Ola’s business14.

- **Better business results**: Better management processes mean better decisions. This leads to lower costs, a reduction in tied-up capital, better use of existing potential, a more systematic build-up of new potential for the future (with “improved strategy management” being the key word), and ultimately results that can be sustained more easily.

**Conclusion and outlook**

Numerous companies are using the Management Cockpit War Room concept successfully as a highly effective management tool to improve the decision quality and productivity of management teams. That is a first step in the right direction, because in a highly dynamic and open global economy, the quality of management decisions and the productivity of interdisciplinary management teams are more than ever set to turn into a critical success factor for companies in all sectors.

But this is only the beginning of an interesting development.

Management guru Peter F. Drucker once wrote:

“The most important, and indeed the truly unique, contribution of management in the 20th century was the fifty-fold increase in the productivity of the MANUAL WORKER in manufacturing. The most important contribution management needs to make in the 21st century is similarly to increase the productivity of KNOWLEDGE WORK and the KNOWLEDGE WORKER.”15

This also, and above all, applies to the managers themselves, because management work is also knowledge work. Among senior managers, especially in large companies with a highly complex global organization, there is now heightened awareness of the issue of improving the productivity of the “management worker”.

For example, a while ago I was approached by an Anglo-American Group, which was interested in the Management Cockpit War Room concept. As it turned out, there was much more at issue than that.

The CEO had instructed his executives to develop a new concept for the Corporate Center that provides better support for the kinds of management activities required today. What he meant was greater focus on strategy and further development of the Group (without getting lost in the detail of day-to-day business) and improved working productivity of the individual senior managers and of the management team as a whole, etc.

The objective was on the one hand to create an office environment that enables more productive and creative working individually and in teams, and on the other to provide an information and communication infrastructure that facilitates focusing on what is essential and gives optimal support to the communication and decision processes. The new Corporate Center that the Group was considering was to provide an ideal combination of flexibly adaptable individual workplaces with rooms that encourage communication for informal meetings and conference rooms for formal, structured meetings. In addition, there were to be rooms to which people can withdraw if they need to concentrate (“library”), plus


communication equipment (e.g., for videoconferencing) and war rooms for management review meetings. All of it arranged in close physical proximity of each other, like the Cabinet War Rooms.

Another example in this regard is the aircraft manufacturer Boeing, where as part of a project named Future@Work for the Operations Fleet Support (OFS) division, which is responsible for the maintenance and repair of aircraft, the company experimented with a new office design based on ergonomic and communication requirements. Similar to the previous example, this project was to improve communication between the various functional teams in the division and senior management. The result is impressive: Cost savings of 3.5 million dollars a year, and simultaneously dramatic increases in work productivity\textsuperscript{16}.

Finally, the Management Cockpit War Room example and the two examples given above show that the search for a solution to improve the productivity of the management worker should not be restricted to the management and financial control functions. Instead, it requires an interdisciplinary combination of very different techniques and disciplines, such as ergonomics, organization techniques, architecture and office design, corporate control and management techniques, information technology, and personnel development.

Progress in this direction will no doubt be made, because, as stated in the above quotation from Peter Drucker, companies will inevitably need it, and it will change the requirements and add to the challenges of not only the managers themselves, but also their corporate staff, e.g. controllers. The experience made by Management Cockpit War Room users already shows approximately where we are heading. In particular, to perform successfully in his or her function, the Chief Cockpit Officer (normally the head of financial control) needs not only analytical strength, which is the traditional domain of financial controllers, but also strong communication skills, organizational talent, diplomatic finesse, and the ability to appear before a team of senior managers as a creative facilitator, not to lose sight of the wider picture in spite of the required focus on detail, and to refocus the attention of the management team to it if necessary. If he or she performs well, the reward could be a future job in senior management, which would open up new career options for the financial controller.

References


\textsuperscript{16} See Hunt, R./Poltrock, S.E (1999)