

Reinventing Management... or Back to the Roots?

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What is Management?

“Getting work done through others”

*“Bringing people together to
accomplish desired goals”*

The meaning of Management was squeezed by the rhetoric of Leadership

**John
Kotter**

A leader...

**cope with change
sets a direction
aligns people
motivates people**

**Warren
Bennis**

**promotes effectiveness
is his or her own person
originates
challenges
does the right things**

The meaning of Management was squeezed by the rhetoric of Leadership

A manager...

A leader...

**John
Kotter**

**cope with complexity
plans and budgets
organizes and staffs
controls, problem-solves**

**cope with change
sets a direction
aligns people
motivates people**

**Warren
Bennis**

**promotes efficiency
is a good soldier
imitates
accepts the status quo
does things right**

**promotes effectiveness
is his or her own person
originates
challenges
does the right things**

Why do we need management innovation?

1. Our existing approach to Management has failed

The logo for General Motors (GM), featuring the letters 'GM' in a bold, silver, sans-serif font with a horizontal bar underneath, set against a blue background.

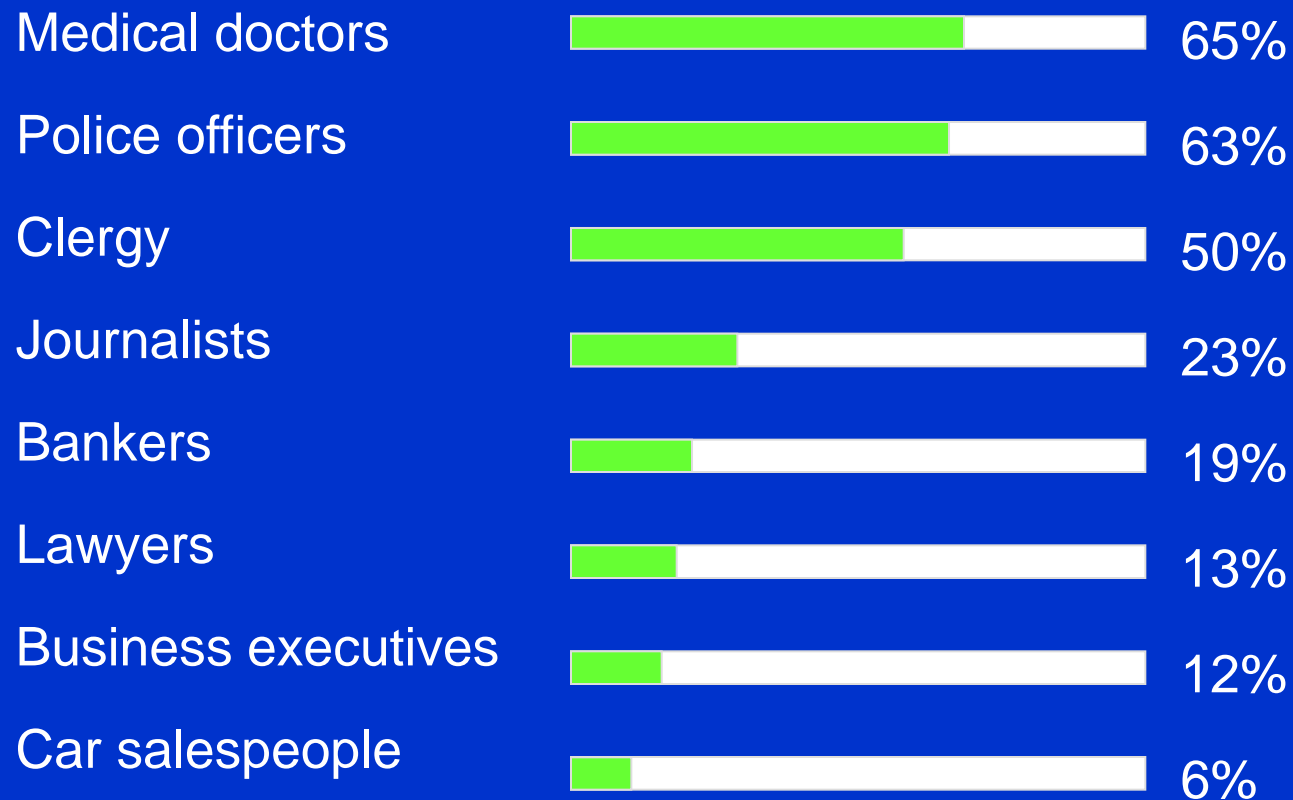
LEHMAN BROTHERS

The logo for Enron, featuring the word 'ENRON' in a bold, blue, sans-serif font, tilted at an angle. Above the text are three stylized, overlapping rectangular shapes in red, green, and blue.

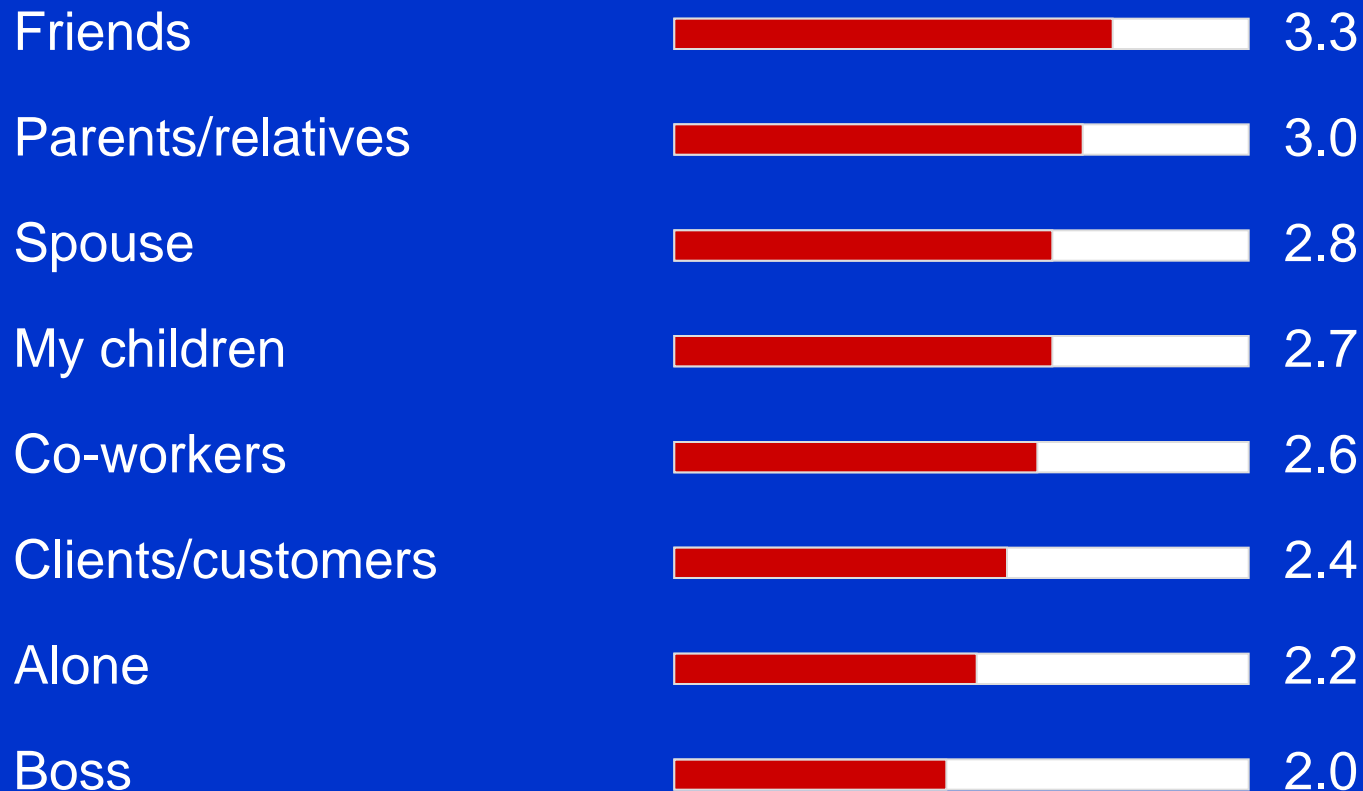
SOCIETE
GENERALE

Which professions do people respect most?

How do you rate the honesty and ethics of the following professions? (% answering very high or high)



Who are you happiest with?



(Rating is on a 1-5 scale)

Why do we need management innovation?

- 1. Our existing approach to Management has failed*
- 2. Management is ill-suited to tackle the most pressing challenges facing business today*

What problems was management invented to solve?



How to routinise and standardise work?

How to maximize employee discipline and diligence?

How to organize and coordinate complex processes?

What are the challenges management needs to address in today's turbulent world?

How do you change fast enough to stay relevant in a world of accelerating change?

Adaptable

How do you innovate boldly enough to escape the pressures of hyper-competition?

Innovative

How do you create an organization where individuals willingly give the very best of themselves?

Engaging

Old and New language for getting work done

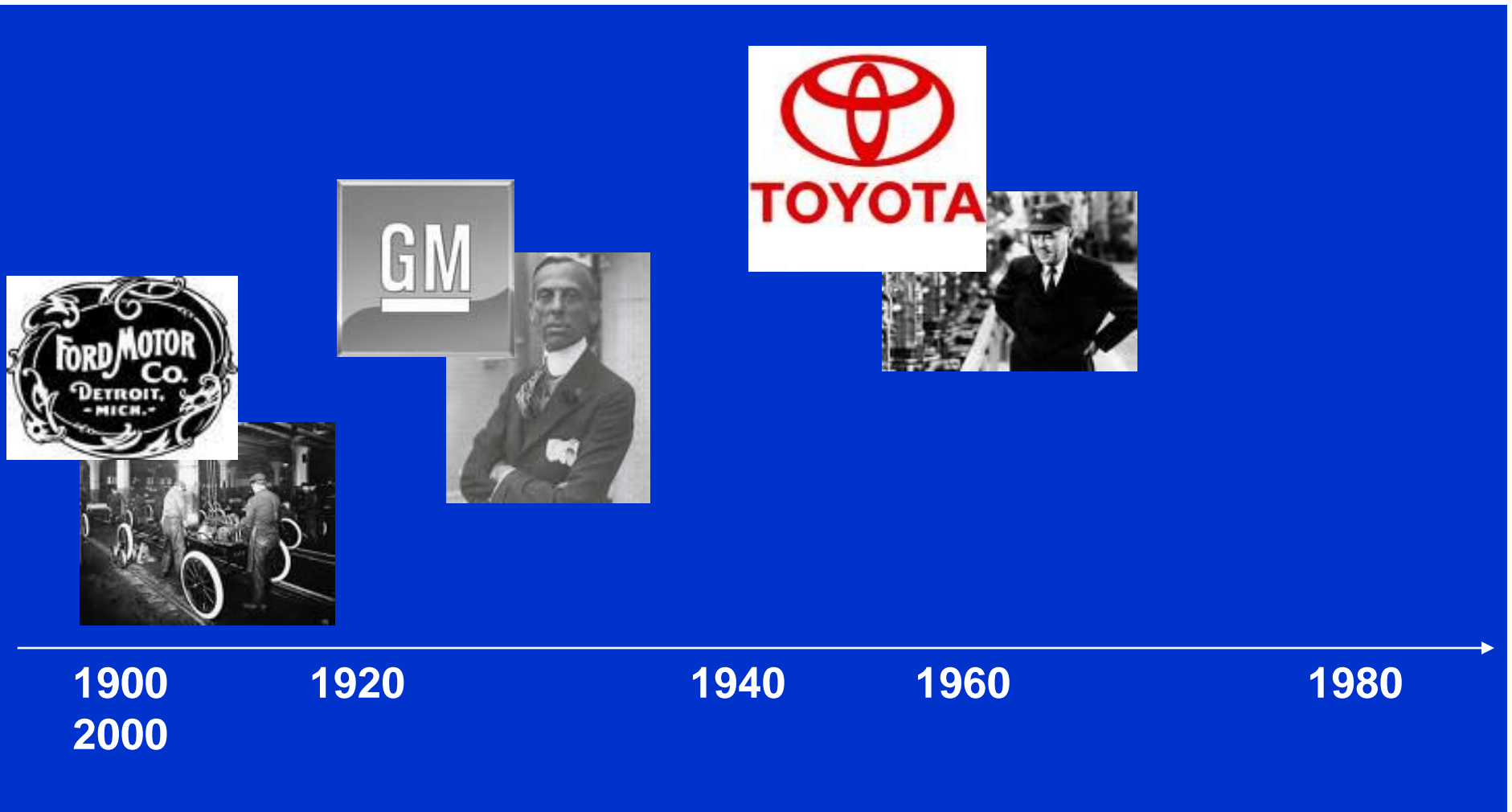
Planning	RSS
Budgeting	Blogs
Allocating	Hacks
Measuring	Podcasts
Evaluating	Folksonomies
Organizing	Social networks
Coordinating	Opinion markets
Controlling	Crowd sourcing
Structuring	Online forums
Motivating	Peer ratings
Rewarding	Mash-ups
Training	Wikis
Hiring	Tags

Source: Gary Hamel

Why do we need management innovation?

- 1. Our existing approach to Management has failed*
- 2. Management is ill-suited to tackle the most pressing challenges facing business today*
- 3. An innovative Management Model can be a source of competitive advantage*

Long-run changes in competitive position in the automobile industry



The agenda: Reinventing Management

- We need to recapture the “spirit” of management
 - Good executives are leaders *and* managers
- We need to be more innovative with management
 - Are there new or alternative principles that we can apply to the challenge of “getting work done through others?”

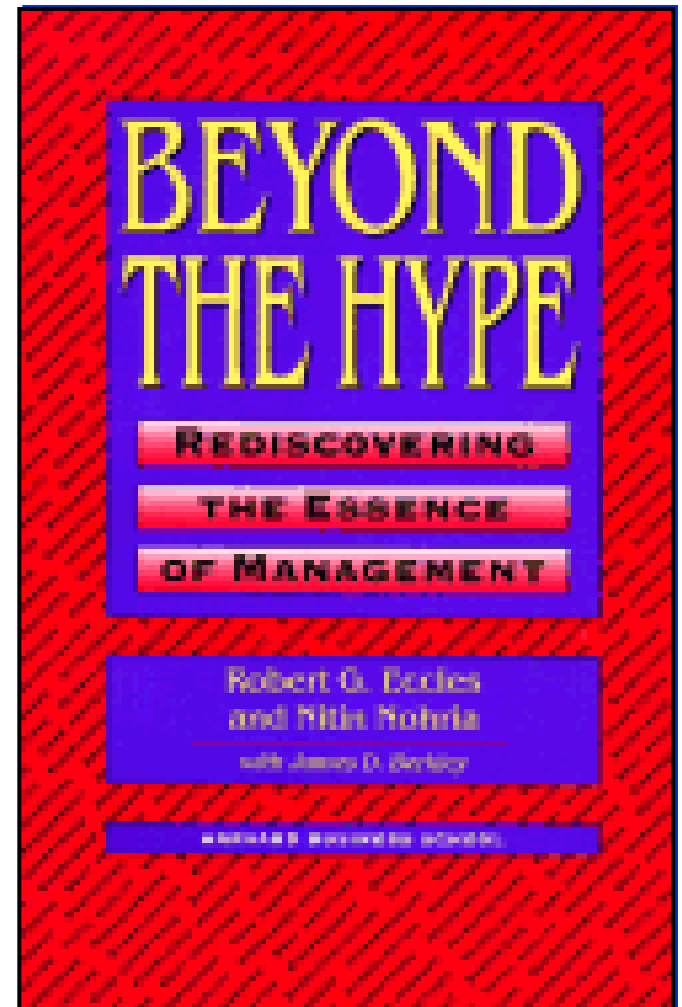
What does the future of management *really* look like?

***“Same as it
ever was”***

***Radically
different—
unknown
and
unknowable***

Looking for the future of management... in 1992

Flat
Decentralised
Empowered
Self-organised
Values-driven
Virtual
Engaged



What does the future of management *really* look like?



***“Same as it
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Is there a third way?

Management as a conscious set of choices among known alternatives

Business Model

Choices an organisation
make about:

- Sources of revenue
- Cost structure
- What to make / buy
- How to make a profit

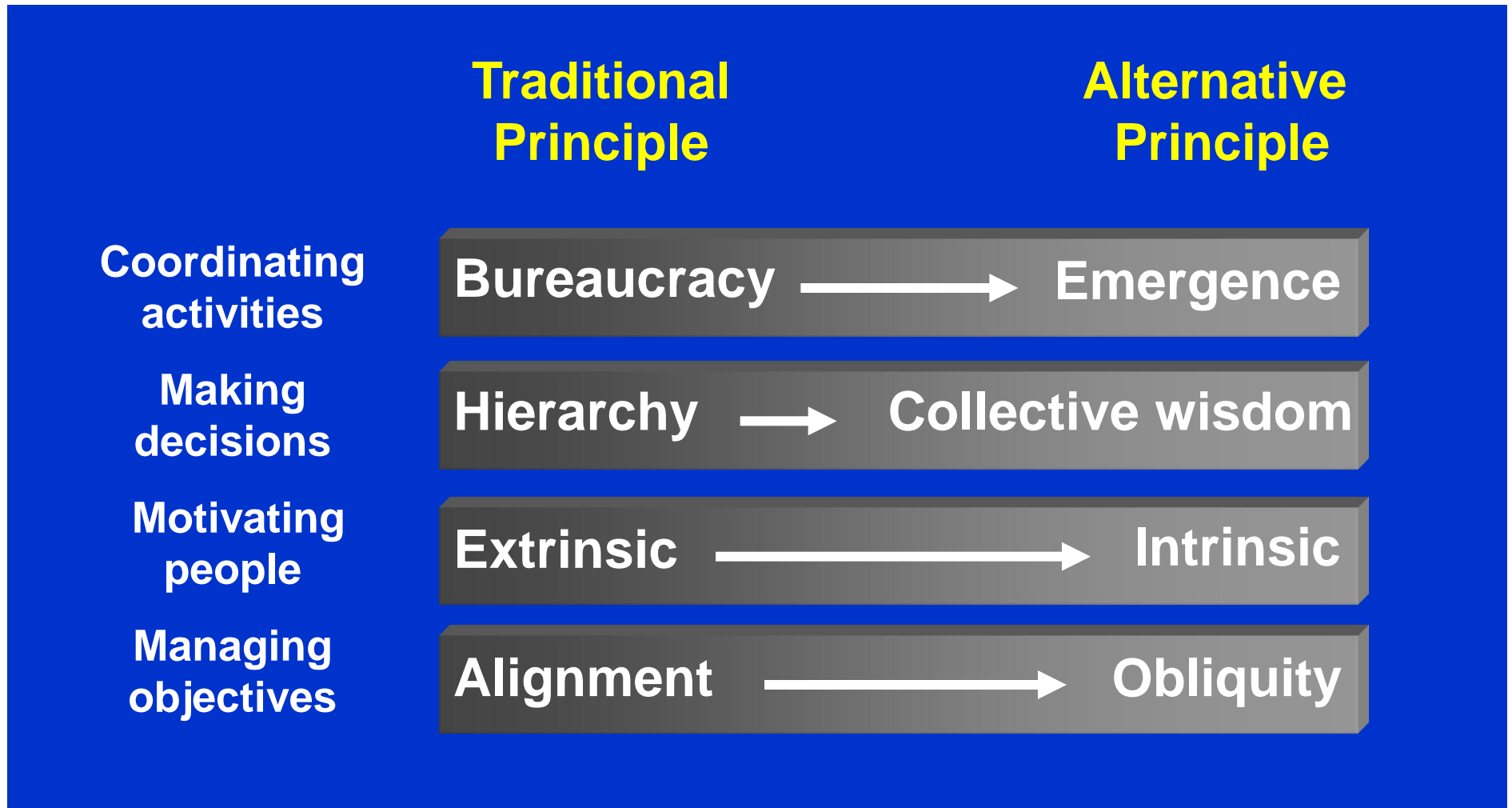


Management Model

Choices firms make
about:

- Coordinating activities
- Making decisions
- Motivating employees
- Defining objectives

A framework for rethinking management



REINVENTING MANAGEMENT

JULIAN BIRKINSHAW



MAKING SMARTER CHOICES FOR GETTING WORK DONE

Thank
You!