



What Matters Now

How to Win in a World of Relentless Change, Ferocious Competition and Unstoppable Innovation

THE SUMMARY IN BRIEF

What Matters Now is Gary Hamel's impassioned plea to rethink the fundamental assumptions we have about management, the meaning of work and organizational life. He asks, "What are the fundamental, make-or-break issues that will determine whether your organization thrives or dives in the years ahead?" The answer is found in five paramount issues: values, innovation, adaptability, passion and ideology.

Values: With trust in large organizations at an all time low, there is an urgent need to rebuild the ethical foundations of capitalism.

Innovation: Innovation is the only defense against margin-crushing competition, and the only way to outgrow a dismal economy.

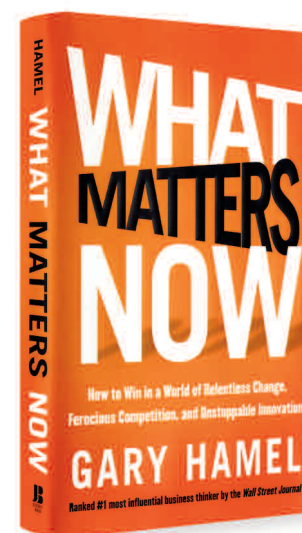
Adaptability: In a world of accelerating change, every company must build an evolutionary advantage. The forces of inertia must be vanquished. The ultimate prize: an organization that is as nimble as change itself.

Passion: In business as in life, the difference between "insipid" and "inspired" is passion. With mediocrity fast becoming a competitive liability, success depends on finding new ways to rouse the human spirit at work.

Ideology: Today, businesses need more than better practices; they need better principles. Bureaucracy and control have had their day. It's time for a new ideology based on freedom and self-determination.

IN THIS SUMMARY, YOU WILL LEARN:

- How social media is dramatically transforming the way human beings connect, learn and collaborate.
- How innovation is the responsibility of every single individual.
- How to defeat bureaucracy, astonish customers and outrun change.
- How to build a company that's truly fit for the future.



by Gary Hamel

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THE COMPLETE SUMMARY: WHAT MATTERS NOW

by Gary Hamel

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What Matters Now: How to Win in a World of Relentless Change, Ferocious Competition, and Unstoppable Innovation by Gary Hamel. Copyright © 2012 by Gary Hamel. Summarized by permission of the publisher, Jossey-Bass, a Wiley Imprint. 283 pages, \$26.95, ISBN: 978-1-118-12082-8. To purchase this book, go to www.amazon.com or www.bn.com.

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Preface

Obviously, there are lots of things that matter now, including social media, “big data,” emerging markets, virtual collaboration, risk management, open innovation and sustainability. But in a world of fractured certainties and battered trust, some things matter more than others. While the challenges facing organizations are limitless, leadership bandwidth isn’t. That’s why you have to be clear about what *really* matters now. So ask yourself: What are the fundamental, make-or-break challenges that will determine whether your organization thrives or dives in the years ahead? For me, five issues are paramount: values, innovation, adaptability, passion and ideology. ●

SECTION 1: VALUES MATTER NOW

Putting First Things First

If you are a leader at any level in any organization, you are a steward — of careers, capabilities, resources, the environment and organizational values. Unfortunately, not every manager is a wise steward. Some behave like mercenaries — by mortgaging the future to inflate short-term earnings, by putting career ahead of company, by exploiting vulnerable employees, by preying on customer ignorance or by manipulating the political system in ways that reduce competition. What matters now, more than ever, is that managers embrace the responsibilities of stewardship.

To my mind, stewardship implies five things:

1. *Fealty*: A propensity to view the talents and trea-

sure at one’s command as a trust rather than as the means for potential gain.

2. *Charity*: A willingness to put the interests of others ahead of one’s own.
3. *Prudence*: A commitment to safeguard the future even as one takes advantage of the present.
4. *Accountability*: A sense of responsibility for the systemic consequences of one’s actions.
5. *Equity*: A desire to ensure that rewards are distributed in a way that corresponds to contribution rather than power.

The critical point is this: Because the decisions of global actors are uniquely consequential, their ethical standards must be uniquely exemplary. It’s easy to feel sorry for Mark Hurd, the former Hewlett-Packard(HP) CEO who was pushed from his perch over what seemed to be a relatively minor infraction of HP’s ethics rules. I don’t know whether justice was done in that case, but I do know it’s a good thing when influential leaders are held to high standards.

As we struggle with the uniquely complex challenges of the 21st century, it is good to remind ourselves that what matters most now is what’s always mattered: *our bedrock values*. ●

Learning from the Crucible of Crisis

In July 2007, just weeks before the debt bomb exploded, Chuck Price, Citigroup’s chief executive, defended his bank’s gung-ho risk-taking in an interview with the *Financial Times*: “When the music stops, in terms of liquidity, it will get complicated. But as long as



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Published by Soundview Executive Book Summaries® (ISSN 0747-2196), 500 Old Forge Lane, Suite 501, Kennett Square, PA 19348 USA, a division of Concentrated Knowledge Corp. Published monthly. Subscriptions starting at \$99 per year. Copyright © 2012 by Soundview Executive Book Summaries®.

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the music is playing, you have got to get up and dance. We're still dancing." The last time I heard an excuse that lame it came from a 13-year-old: "But Dad, everyone's doing it."

The freedom of every human being to pursue his or her self-interest is an essential prerequisite for an open economy, but it is not an adequate moral foundation for capitalism. In *The Wealth of Nations*, Adam Smith, the patron saint of capitalism, made a compelling, if slightly depressing, case for self-interest:

It is not from the benevolence of the butcher, the brewer or the baker that we expect our dinner, but from their regard for their own interest. We address ourselves, not to their humanity, but to their self-love, and never talk to them of our own necessities, but of their advantages.

The Moral Superiority of Capitalism

The moral superiority of capitalism rests on the fact that in a free market the only way to do well is to do well for others. Critically, though, the grocer doesn't feed us because he is concerned about our hunger — he feeds us because there is a profit in doing so. Capitalism is animated by self-interest, but when it's not tamed by moral self-discipline, it can easily become mendacious. When that happens, the powerless get abused and the ignorant get duped, legislators get bought and safeguards get trampled. The "invisible hand" of the market is a wonderful thing, but when not guided by a deep sense of moral duty, it can wreak all sorts of havoc.

Though his acolytes seldom acknowledge it, Smith's philosophy was more nuanced than the previous quotation suggests. In *The Theory of Moral Sentiments*, Smith begins thusly:

How selfish soever man be supposed, there are evidently some principles in his nature which interest him in the fortunes of others, and render their happiness necessary to him, though he derives nothing from it, except the pleasure of seeing it.

To free market zealots, I would say the following: One doesn't have to disown an economic philosophy to recognize its shortcomings. So stop being so defensive!

All of us who have a stake in the future of capitalism have a nondelegable responsibility to make it better — and we must start by raising our own ethical standards and by challenging others to do the same. ●

Renouncing Capitalism's Dangerous Conceits

In 2010, Google formed a new social innovation unit that it describes as a think/do tank. Housed in the company's operational core rather than in its philanthropic

foundation, Google Ideas is aimed at harnessing the company's innovation prowess and convening power in order to tackle some of society's most pressing problems — such as nuclear proliferation and failed states. One of the first efforts launched by Google Ideas was the Summit Against Violent Extremism (SAVE), held in the Dublin Convention Centre in June 2011. The event brought together jihadists, white supremacists and gang leaders, as well as some of their victims and a slew of academic experts. A representative participant, T.J. Leyden, was once a skinhead leader and is now executive director of Hate2Hope. Google hopes that forums such as this one will help to surface radical new approaches to seemingly intractable problems. Though it's too early to assess the success of the program, it is worth noting the principles upon which Google Ideas seems to be based:

1. In the long run, the interests of shareholders and society at large are convergent. Making the planet a "better" place serves the interests of business, and making businesses "better" serves the interests of every human being.
2. A company's social legitimacy can never be taken for granted — it can and will be challenged, so live with it.
3. Citizens and consumers expect companies to be not only socially accountable, but socially entrepreneurial.
4. Systemic problems can't be solved by a single institution or by people sitting around conference tables. Businesses are uniquely equipped to help mobilize relevant parties and get "boots on the ground." They need to be energetic partners of public institutions and NGOs.
5. "Don't be evil" (Google's famous mantra) is a *de minimus* standard. Today, a company needs a proactive strategy for buttressing its social balance sheet. Here, as everywhere else, the only option is to lead! ●

SECTION 2: INNOVATION MATTERS NOW

Defending Innovation

In recent years, left-brain types had the upper hand while starry-eyed innovators have struggled to get a hearing. Nevertheless, before innovation slips any further down the list of corporate priorities, we need to remind ourselves that we owe *everything* to innovation.

- **We owe our existence to innovation.** Our species exists thanks to 4 billion years of genetic

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innovation. Since time immemorial, life has been experimenting with new genetic combinations, through sexual recombination and random mutations. As human beings, we are the genetic elite, the sentient, contemplating and innovative sum of countless genetic accidents and transcription errors.

- **We owe our prosperity to innovation.** Most of us do more than subsist. From the vantage point of our ancestors, we live lives of unimaginable ease. Between the years 1000 and 1820, global per capita income rose by a scant 50 percent. Over the next 12 decades, it grew by 800 percent. Put simply, innovation rescued humanity from privation.
- **We owe our happiness to innovation.** Humans are the only beings who create for the sheer pleasure of doing so. Forget the Renaissance, the Enlightenment and the Industrial Revolution — ours is the golden age of innovation, and we should take delight in that fact.
- **We owe our future to innovation.** Today, humanity's most pressing problems aren't merely technological; they're social, cultural, political, and global in scope. That's why, like Thomas Edison, we must innovate around innovation. Luckily, there are new meta-innovations (like idea markets, crowdsourcing and folksonomies) that can help us innovate across disciplines, borders, institutions and ideologies. This is the only way we'll solve the make-or-break challenges now facing our species. Our future, no less than our past, depends on innovation.

So don't give up. Innovation isn't a fad — it's the real deal, the only deal. Right now, not everyone believes that, but they will — even all those corporate cost-cutters with shriveled right hemispheres. ●

Deconstructing Apple

Over the past decade, Apple has produced a mind-boggling parade of accomplishments.

Having once been dismissed as a footnote in the personal computer industry, it is now the market leader in computers costing \$1,000 or more. Apple's share of the industry's most profitable segment is estimated to be a whopping 90 percent.

Today Apple is the world's largest music retailer, a milestone reached just six years after the launch of its online music store in 2003. The 10 billionth song sold on iTunes was downloaded on Feb. 24, 2010.

Though it was a late entrant into the mobile phone business, Apple currently makes more money from its roughly 5 percent of the global handset market than Nokia makes with its 30-plus share.

Apple opened its first retail store in 2001. At the time, many retail analysts panned the strategy. Today, though, Apple's sparse, elegant shops generate four times the revenue per square foot of its big box competitors, and its Fifth Avenue store in New York is rumored to be the most profitable retail outlet in the world.

Since the launch of the company's App Store in 2008, Apple has become the world's largest software distributor.

The Most Valuable Company in the World

As I'm writing this, Apple's market value is \$361 billion, making it the most valuable company in the world.

How in the world could one company accomplish all this? How in the heck do you build an organization that is capable of reinventing not just one industry, but five or six — including computing, music, retailing, mobile phones, software, and (just maybe) media and publishing as well? Most companies never reinvent one industry; no other company in history has reinvented a handful.

When you ask yourself, "What sort of values would a company have to venerate if it wanted to duplicate Apple's success?" the answers seem almost intuitive.

Be Passionate. Great success is the product of a great passion; it arises from the tireless and inventive pursuit of a noble ideal. And for Apple, that virtue is beauty. During his unveiling speech for the iPad, Steve Jobs remarked again and again, "It's just so amazing to hold."

Lead, Don't Follow. While Apple doesn't always pioneer a new product category — there were MP3 players before the iPod and smartphones before the iPhone — it always sets itself the challenge of radically redefining the status quo.

Aim to Surprise. As a company, Apple seems committed to exceeding expectations — to wringing little gasps of delight from even its most jaded customers. That's why I think the company's penchant for prelaunch secrecy is more than competitive paranoia; it's simply the way you produce the same sort of gee-whiz delight that a parent aims for on Christmas morning. Apple wants to bewitch us.

Be Unreasonable. Greatness doesn't come from compromise, from resigning oneself to the trade-offs others so blithely accept. It comes when trade-offs get transcended, when either/or gives way to both/and. Apple gets this, and frequently challenges itself to do the impossible — like producing products that are both gor-

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geous and functional. Apple proves that a company doesn't have to choose between high value and low cost. Not only is it one of the world's most innovative companies, it's also one of the most efficient.

Innovate Incessantly and Pervasively. At Apple, innovation isn't a strategy or a department; instead it's the basic material that goes into everything the company does. From the wafer-thin MacBook Air to the App Store to the Genius Bar, innovation infuses everything Apple does. Apparently there are a lot of people at Apple who realize that innovation—in products, services and business models—is the only strategy for creating long-term value. If so, they must be relieved that innovation is still a sideshow in so many of their competitors.

Sweat the Details. Apple is justifiably celebrated for its sense of aesthetics—but great design isn't just about bold strokes, it's about getting all of the tiny things right that conspire together to make a product truly exceptional. In Apple's case, it's the magnetically-attached power cord on every laptop, it's the gorgeous packaging that surrounds every iPod, it's the single billet of aluminum that gives structural integrity to every MacBook—plus a lot more stuff you can't see.

Think Like an Engineer, Feel Like an Artist. A company can't produce beautiful products if bean counters win every argument.

Executives often wrongly equate “good value” with “low price,” when what “good value” should mean is amazing value for the price. Historically, many of Apple's products carried a premium price tag, but customers anted up because they also delivered superior fun and functionality. Put simply, hyper-rational executives produce ultra-boring products.

The bottom line: Apple's unique success is a product of its unique values—which are uniquely innovation-friendly and customer-centric.

Apple may have patented a lot of things, but it hasn't patented the values that made it, for a time at least, the world's most successful company. Apple is proof positive that innovation matters now! ●

SECTION 3: ADAPTABILITY MATTERS NOW

Changing How We Change

The payoffs to investing in adaptability are many. First, a resilient organization should be able to avoid the sort of big earnings shocks that can slice a company's market value in half. Executives often complain that

investors overreact to small earnings misses, but I'm not so sure. In recent years, investors have seen a lot of companies self-destruct when they missed a paradigm shift, underestimated a new competitor or simply stopped innovating. When a company's earnings disappoint, investors have to ask themselves: Was this a blip, the result of an easily corrected operating glitch or is this an early warning sign of a structural decline in the long-term profitability of this company's business model? Executives will always claim it's a blip, but investors have learned to be wary of glib assurances. The safest thing to do is dump the shares, and then buy them back later once the problems have been remedied.

Investors Like Predictability

Investors like predictability and will pay more for a less volatile earnings stream. Though short-term earnings can be manipulated with accounting tricks, adaptability is the only thing that can deliver a smooth, upward slope over the long run. An adaptable company rethinks its strategy without having to walk through the valley of the shadow of death; it reinvents itself before getting mugged by the future. As a result, it experiences fewer financial reversals and its share price commands a premium. This is reason enough to care about adaptability, but there's more.

An adaptable company is one that captures more than its fair share of new opportunities. It's always redefining its core business in ways that open up new avenues for growth. If it had been more adaptable, Best Buy might have seen the opportunity for delivering movies online and beat Netflix to the punch; Coca-Cola might have preempted Gatorade in the sports drinks business; and General Motors, rather than Toyota, might have developed the world's best-selling hybrid. An adaptable company is always reinventing itself, always pioneering new markets.

An enterprise that is constantly exploring new horizons is likely to have a competitive advantage in attracting and retaining talent. A dynamic company will have employees who are more engaged, more excited to show up to work every day and thus more productive.

Building organizations that are as resilient as they are efficient may be the most fundamental business challenge of our time. Adaptability *really* matters now. ●

Future-Proofing Your Company

Today our world is dominated by large-scale organizations. We rely on them as consumers, work for them as employees and depend on them as investors. And yet, these organizations often seem to fail us. As consumers, we are often the victims of their indifference, of rules

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and policies that are efficiency-focused rather than service-focused. As employees, our voices are often ignored and our creative energies wasted. And then, when the inevitable crisis occurs, we are asked to bear a disproportionate share of the costs. As investors, we watch our portfolios shrink when once-great companies miss a turn in the road. All of us have a huge stake in our organizations, and we need them to be far more resilient than they are today.

Like those long ago management innovators, we can dream, too. We can dream of organizations that are forever looking forward and jump at every opportunity to better the human condition. We can dream of organizations where the enthusiasm for change is palpable and pervasive, where individuals, ennobled by a sense of mission and unencumbered by bureaucracy, rush out eagerly to meet the future. We can dream of organizations where the fearless renegades always trump the fearful reactionaries, where the constituency for the future always outguns the constituency for the past. We can dream of organizations where the drama of renewal occurs without the trauma of a turnaround. And, if we're daring and inventive and determined, we can build these organizations. That's what matters now. ●

SECTION 4: PASSION MATTERS NOW

Exposing Management's Dirty Little Secret

Consider the 2007–2008 Global Workforce Survey conducted by Towers Perrin (now Towers Watson). In an attempt to measure the extent of employee engagement around the world, the company polled more than 90,000 workers in 18 countries. The survey covered many of the key factors that determine workplace engagement, including the ability to participate in decision making, the encouragement given for innovative thinking, the availability of skill-enhancing job assignments and the interest shown by senior executives in employee well-being.

Here's what the researchers discovered. Barely one-fifth (21 percent) of the employees surveyed were truly engaged in their work, in the sense that they would "go the extra mile" for their employer. Nearly four out of 10 (38 percent) were mostly or entirely disengaged, while the rest were in the tepid middle. There's no way to sugarcoat it: This data represents a stinging indictment of management-as-usual.

Management Issues

Only 38 percent of employees believe that "senior management [is] sincerely interested in employee well-being." Fewer than four in 10 agree that "senior management communicates openly and honestly." A scant 40 percent believe that "senior management communicates [the] reasons for business decisions," and just 44 percent of employees believe that "senior management tries to be visible and accessible." Perhaps most damning of all, less than half of those polled believed that "senior management's decisions [were] consistent with our values."

My conclusion from all of this: If we're going to improve engagement we have to start by admitting that if employees aren't as enthusiastic, impassioned and excited as they could be, it's not because work sucks; it's because management blows. ●

Building Communities of Passion

First, if you're a formally appointed leader, and you want to turn sheep into shepherds, you have to take off your leadership mantle and say to people, "I don't have a plan, what's yours?" That's humbling, but it's the only way to release the latent talents within your organization.

Second, you have to let people find the work that best suits their interests. This is the key to building a community of passion. When you force people into slots, you get slot-shaped contributions; you don't get bold and aston-

Putting Individuals Ahead of Institutions

Building human-centered organizations doesn't imply a return to paternalistic, corporate welfare practices of the 19th century. Most of us don't want to be nannied. We understand we live in an uncertain world, where no one can guarantee our job security. We also understand that individual interests vary, and that no single organization can reconcile all our competing demands. Nevertheless, we expect our institutions to be our servants and not the reverse. This implies organizations that are built around some simple but important principles:

- Decentralize wherever possible.
- Emphasize community over hierarchy.
- Ensure transparency in decision making.
- Make leaders more accountable to the led.
- Align rewards with contribution, rather than with power and position.
- Substitute peer review for top-down review.
- Steadily enlarge the scope of self-determination.

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ishing contributions. If you want the unexpected, you have to give people the freedom to *do* the unexpected.

Now, can you run an airline this way, or a semiconductor fab line? I don't know, but I bet you can run parts of the organization like this. One thing I'm sure about: If you want to take full advantage of the extraordinary talents that exist in your organization, you'll need to ask yourself each day, "What can I do to make this place feel less like a hierarchy and more like a community?" ●

Reinventing Management for the Facebook Generation

The experience of growing up online will profoundly shape the workplace expectations of Generation F. At a minimum, they'll expect the social environment of their worklife to reflect the social context of the Web, rather than a mid-20th-century bureaucracy.

With that in mind, I compiled a list of work-relevant characteristics of the social Web. Here are five of the post-bureaucratic realities that tomorrow's employees will use as yardsticks in determining whether your company is "with it" or "past it."

1. All ideas compete on an equal footing.

On the Web, every idea has the chance to gain a following, or not. Ideas gain traction based on their perceived merits, rather than on the political power of their proponents.

2. Contribution counts for more than credentials.

When you post a video to YouTube, no one asks you if you went to film school. When you write a blog, no one cares whether or not you have a journalism degree. On the Web, what counts is not your resume, but what you can contribute.

3. Hierarchies are built bottom-up.

In any Web forum there are some individuals who command more respect and attention than others,

and have more influence as a consequence.

Critically though, these individuals haven't been appointed by some higher authority. Instead, their clout reflects the freely given approbation of their peers. On the Web, authority trickles up, not down.

4. Leaders serve rather than preside.

On the Web, every leader is a servant leader; no one has the power to command or sanction.

5. Tasks are chosen, not assigned.

The Web is an opt-in economy. Everyone is an independent contractor and everyone scratches his or her own itch. ●

SECTION 5: IDEOLOGY MATTERS NOW

Challenging the Ideology of Management

Here's a word that probably doesn't get much airtime in your organization: ideology. Do a search of your company's internal website and I'm willing to bet you won't find a single reference. That's a problem. As managers, it's our creedal beliefs that prevent our institutions from being more adaptable, more innovative, more inspiring and more noble-minded. We are limited by our management ideology.

A Viable Philosophical Rival to Freedom

Does control have a viable philosophical rival? Sure, *freedom*. People who are free to follow their interests, choose their allegiances and make their own commitments, *flourish*. And what we need now more than ever are organizations that allow human beings to do just that. An organization will never be fully capable unless it's fully human. The trick, of course, is getting beyond the rhetoric. We need an ideology that is radical *and* potent, one that emancipates employees, demolishes top-down hierarchy and still produces solid business results.

Can we find smarter ways of managing the tension between control and freedom? Yes. Can we overcome the systemic incompetencies of our control-besotted management structures? Yes. Two extraordinary companies have been built around the ideology of self-determination: W.L. Gore and Morning Star. These aren't poofy startups or flaky experiments. They are large, process-intensive businesses and they're industry leaders. What you won't find in either of these companies is a formal hierarchy, a trickle-down power structure or employees who feel like serfs. What you will find is a dynamic balance of yin *and* yang, of freedom *and* discipline, of accountability *and* autonomy.

Reversing the Ratchet of Control

Take a moment and ask yourself: How many policies in your company exist only to preserve the fiction that the higher-ups really are in control? How many rules enforce standardization at the expense of initiation and passion, while delivering few if any performance benefits? Better yet, post those questions on an internal wiki and invite your colleagues to join forces in reversing the ratchet of control.

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Is it easy doing battle with bureaucracy? Nope. You can't empower the many without disempowering the few, and the few probably won't like that. Indeed, that's one of the reasons the bureaucratic model has been so sticky: It provides a powerful rationale for the organizational caste system. Like the rest of us, CEOs, VPs and department heads are jealous of their prerogatives. They would like to believe that it's impossible to manage without a management hierarchy, but it's not. ●

Escaping the Management Tax

Managers the world over have spent the last decade wringing inefficiencies out of their operating practices. Now they need to face the fact that management itself is a swamp of inefficiency. Some of these inefficiencies show up on the P&L, but it's the ones that don't, such as decision lags, hidden biases and disempowerment, that may be the most costly. In a global economy, there's no place for inefficiency to hide, so companies that don't find a way to reduce the management tax will ultimately find themselves at a profound disadvantage.

Whatever the uncertainties, two things seem certain. First, with a bit of imagination it's possible to transcend the seemingly intractable trade-offs (like freedom versus coordination) that have long bedeviled human organizations. And second, you don't have to be crazy to dream of organizations where managing is no longer the right of a vaunted few but the responsibility of all. ●

Aiming Higher

Solving the world's toughest problems or, more modestly, creating organizations that are deeply human will require more than scientific breakthroughs; it will require new ways of planning, organizing, collaborating, allocating, motivating and yes, controlling.

As managers, we're pragmatic doers, not starry-eyed dreamers. And yet, as human beings, we are ultimately defined by the causes we serve and the problems we struggle to solve. Though big problems don't yield big advances, small ones never do.

It was that thought that brought 36 management experts together in Half Moon Bay, Calif., in May 2008. Their mission: to create a roster of make-or-break management "moonshots" that would inspire innovators everywhere. Here are the top three:

Moonshot #1: Ensuring That Management Serves a Higher Purpose. Tomorrow's management practices must be focused on the achievement of socially significant and noble goals.

Moonshot #2: Embedding the Ethos of Community and Citizenship. In tomorrow's interdependent world, collaborative systems will outperform those characterized by adversarial, win-lose relationships.

Moonshot #3: Humanizing the Language and Practice of Business. Tomorrow's management pioneers must find ways of infusing mundane, commercial activities with deeper, soul-stirring ideals, such as honor, truth, love, justice and beauty.

Getting Started

Maybe you have an idea for how to make progress on one of the management moonshots. Perhaps you've come across an unconventional management practice that has redefined the boundaries of what's possible. Or maybe you're just curious about what other organizations are doing to escape the limits of management-as-usual. If so, visit www.hackmanagement.com, the world's first open innovation project aimed at reinventing management. There you'll find hundreds of case studies from the world's most progressive organizations, and a multitude of radical proposals for reinventing management as we know it, all of which are organized around the management moonshots.

The key takeaway is this: We have the chance to make a new beginning. We don't have to live with organizations that are ethically challenged, inflexible and inhuman. We can build organizations that are noble at their core, that honor every creative impulse, that change before they have to, that stir the heart and that are bureaucracy-free. Doing so won't be easy, but I hope now you have enough inspiration and instruction to make a start.

What matters now, more than ever, is that you question your assumptions, surrender your conceits, rethink your principles and raise your sights — and that you challenge others to do the same. We know broadly what must be done to create organizations that are fit for the future. The only question is, "Who's going to lead and who's going to follow?" How you answer *that* question matters most of all. ●

RECOMMENDED READING LIST

If you liked *What Matters Now*, you'll also like:

1. ***Good to Great* by Jim Collins.** Collins' follow-up to his bestseller *Built to Last* sheds light on virtually every area of management strategy and practice.
2. ***The Future of Management* by Gary Hamel.** Hamel describes the steps your company can take now to build your "management advantage."
3. ***Competing for the Future* by Gary Hamel and C.K. Prahalad.** The co-authors develop a coherent model for how today's executives can identify and accomplish no less than heroic goals in tomorrow's marketplace.