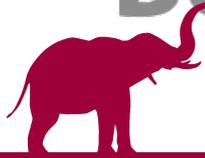




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Ed. 7

Shades of management

"The key to management is to get rid of the managers"

Ricardo Semler,
CEO with Semco &
organizational
changemaker

Presumably, Semler advocates to redefine the term "manager" and questions whether the idea of "management", as inherited from the industrial era, has outlived its usefulness. Creating a plan and then executing: no longer viable. Strategy, as we know, is dead. A management-free structure will not arise in the near future, however, in the world of VUCA and disruption, where dealing w/ uncertainty is the #1 challenge & #1 opp, a post-hierarchical, post-management model is imminent.

At present, we define management as the process of dealing with or controlling things or people and to be clear: those practices, along with standard concepts of CIP, process optimizations, incremental progress, measuring, are necessary - yet insufficient. As the world keeps changing on fast pace, new ideas have to be created which requires **intrapreneurship**, free from the shackles of traditional management of 'controlling people': *"It doesn't make sense to hire smart people and then tell them what to do; we hire smart people so they can tell us what to do."* (Steve Jobs).

If an enterprise isn't the disruptor, it's about to be disrupted and it requires a mindset shift for org. transformation (ref. to the right).

Contextual understanding, foresight, design thinking, multi-disciplinary, project-based, virtual and titles-free approach will deliver flexibility and agility that businesses crave for.

The leader will act as a coach - empowering people, outlining the broader context, organically link the work of one team with the rest of business & creating an environment of max. flexibility: restraining tyranny of procedures by replacing w/ a culture of trust in which high performers can excel, unleashing their full potential.



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