

TUTORIAL 1- Hamel, G. 2009, 'Moon shots for management', Harvard Business Review, vol. 87, no. 2, pp. 91-8.

Hamel's (2009) Moon Shots are suggestions for reinventing management for "a new age". After describing the foundations of classical management theory, developed in the wake of the industrial revolution, he posits the need for a revolution of the status quo to create a management approach that is "fit for the future".

- advances in management – the structures, processes, and techniques used to compound human effort – have helped to power economic progress
- foundations of "modern" management were laid by people like Daniel McCallum, Frederick Taylor, and Henry Ford, all of whom were born before the end of the American Civil War in 1865.
- Management, like the combustion engine, is a mature technology that must now be reinvented for a new age.
- Equipping organizations to tackle the future would require a management revolution no less momentous than the one that spawned modern industry.
- Management was originally invented to solve two problems:
 - o the first – getting semiskilled employees to perform repetitive activities competently, diligently, and efficiently;
 - o the second – coordinating those efforts in ways that enabled complex goods and services to be produced in large quantities
 - o *the problems were efficiency and scale, and the solution was bureaucracy, with its hierarchical structure, cascading goals, precise role definitions, and elaborate rules and procedures.
- How in an age of rapid change do you create organizations that are as adaptable and resilient as they are focused and efficient? Entrepreneurial?
- Management 1.0 – the industrial age paradigm built atop the principles of standardization, specialization, hierarchy, control, and primacy of shareholder interests.
 - o integrated whole that can't be easily broken into pieces- challenges overlap.
 - o they must cultivate, rather than repress (hide), their dissatisfaction with the status quo. What's needed is a little righteous indignation
 - o However, each moon shot illuminates a critical path in the journey to Management 2.0.

1 Ensure that the work of management serves a higher purpose.

Management, both in theory and practice, must orient itself to the achievement of noble, socially significant goals.

2 Fully embed the ideas of community and citizenship in management systems. There's a need for processes and practices that reflect the interdependence of all stakeholder groups.

3 Reconstruct management's philosophical foundations. To build organizations that are more than merely efficient, we will need to draw lessons from such fields as biology, political science, and theology.

4 Eliminate the pathologies of formal hierarchy. There are advantages to natural hierarchies, where power flows up from the bottom and leaders emerge instead of being appointed.

5 Reduce fear and increase trust. Mistrust and fear are toxic to innovation and engagement and must be wrung out of tomorrow's management systems.

6 Reinvent the means of control. To transcend the discipline-versus-freedom trade-off, control systems will have to encourage control from within rather than constraints from without.

7 Redefine the work of leadership. The notion of the leader as a heroic decision maker is untenable. Leaders must be recast as social-systems architects who enable innovation and collaboration.

8 Expand and exploit diversity. We must create a management system that values diversity, disagreement, and divergence as much as conformance, consensus, and cohesion.

9 Reinvent strategy making as an emergent process. In a turbulent world, strategy making must reflect the biological principles of variety, selection, and retention.

10 De-structure and disaggregate the organization. To become more adaptable and innovative, large entities must be disaggregated into smaller, more malleable units.