

MANAGEMENT 2.0

SET management builds on other non-mainstream approaches to management described in the literature, including those being promoted by leading management scholars and practitioners. Management guru Gary Hamel describes a conference that included well-known luminaries like Chris Argyris, Henry Mintzberg, Jeffrey Pfeffer, C. K. Prahalad and Peter Senge. That conference gave rise to the idea of Management 2.0, an approach better-suited to today's issues than (mainstream) Management 1.0. There is a lot of overlap between the SET management and Management 2.0 being called for by this group of scholars and practitioners:

First, in terms of managing relationships within organizations, the group called for designing organizations where: "power flows up from the bottom and leaders emerge instead of being appointed"; goal setting is "distributed through a process in which the share of voice is a function of insight, not power"; fear is reduced and trust is increased; and empowerment is accorded to "employees whose emotional equity is invested in the future rather than the past."

Second, in terms of managing money, the group called for the development of "holistic performance measures," noting that conventional "performance metrics must be recast" and, in particular, pointing to the need to stretch perspectives and time frames toward discovering "alternatives to compensation and reward systems that encourage managers to sacrifice long-term goals for short-term gains." "Tomorrow's management systems must give as much credence to such timeless human ideals as beauty, justice, and community as they do to the traditional goals of efficiency, advantage, and profit."

Finally, hallmarks of managing relationships with outsiders are captured in the group's first two "grand challenges": (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." ["Most companies strive to maximize shareholder wealth—a goal that is inadequate in many respects."] (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." The group also called for decision-making processes that "exploit the collective wisdom of the entire organization and beyond."

Excerpt from *Management and the Gospel: Luke's Radical Message for the First and Twenty-First Centuries* by Bruno Dyck. Copyright © 2013 by Palgrave Macmillan.

All the quotes in this paragraph are taken from Hamel, G. (2009). Moon shots for management. *Harvard Business Review*, 90 (February): 91–98. Gary Hamel is one of the most-cited management scholars in the literature.