

WHAT MATTERS NOW

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

GARY HAMEL

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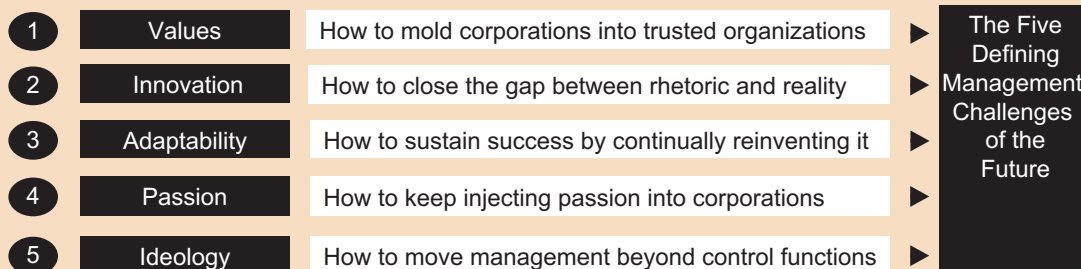
The Web site for this book is at www.GaryHamel.com.

ISBN 978-1-77544-722-1

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MAIN IDEA

It's time to reinvent management as we know it and to create organizations which are fit for the future. The five fundamental, make-or-break management challenges which will determine whether your organization thrives or dives in the years ahead are:



“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. These are big, thorny issues. To tackle them, we have to venture beyond the familiar precincts of “management-as-usual.”

– Gary Hamel

Challenge #1 – Values Pages 2 - 3

Bankers and unprincipled CEOs have set new records for egocentric madness in recent years. They've given capitalism a bad name. It's time for an injection of morality into business. Today, values matter more than ever before and it's time we displayed some great values. Business needs a moral renaissance and a return to good values.

Challenge #2 – Innovation Pages 3 - 4

Successful products and strategies can be quickly copied in an interconnected world. There must be relentless innovation going on but most of the time innovation happens despite the system rather than because of it. It's time to close the gap between rhetoric and reality when it comes to innovation. We must recalibrate our priorities and retool our mindsets to make innovation happen.

Challenge #3 – Adaptability Pages 5 - 6

In today's marketplace, the only way to sustain success is to keep on reinventing it over and over. In most organizations, what worked in the past is more powerful than searching for what will work in the future. It's time to reverse that dynamic and to empower those factions which drive proactive change. Adaptability matters now more than ever.

Challenge #4 – Passion Pages 6 - 7

Every organization needs to have a healthy discontent with the status quo. Customers today expect the exceptional but few companies deliver it. This is not due to a lack of competence but due to the draining impact of petty rules, pedestrian goals and pyramid organizational charts. Passion is the spark that's needed and matters now more than ever before.

Challenge #5 – Ideology Pages 7 - 8

Control is the central preoccupation of most management structures and ideologies. It doesn't work as well as it used to because control always punishes the unique – and what creates value today is the brilliant product, the wonderfully weird campaign and the thoroughly novel customer experience. What's needed today are not better business models or processes but better business principles.

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