25 Moon Shots for Management:

In May 2008 a group of 35 management scholars and practitioners spent two days at Half Moon Bay, California and created an ambitious agenda for management innovation. The results of their discussions were published in an article written by Gary Hamel that appears in the February 2009 issue of the Harvard Business Review (HBR) entitled: “Moon Shots for Management”. The group’s immediate goal was to create a roster of make-or-break challenges that would focus the energies of management innovators everywhere. The following is a list of the 25 Moon Shots for Management some of which will (with Management 2.0 principles) be discussed and presented at the Reinventing Management Conference in Johannesburg on the 20th of May 2010.

1. Ensure that management’s work serves a higher purpose: Management both in theory and practice must orientate itself to the achievement of noble, socially significant goals.

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

3. Reconstruct management’s philosophical foundations: To build organisations 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-system 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 organisation: To become more adaptable and innovative, large entities must be disaggregated into smaller, more malleable units.

11. Dramatically reduce the pull of the past: Existing management systems often mindlessly reinforce the status quo. In the future, they must facilitate innovation and change.

12. Share the work of setting direction: To engender commitment, the responsibility for goal setting must be distributed through a process in which “share of voice” is a function of insight, not power.

13. Develop holistic performance measures: Existing performance metrics must be recast, since they give inadequate attention to the critical human capabilities that drive success in the creative economy.

14. Stretch executive timeframes and perspectives: We need to discover alternatives to compensation and reward systems that encourage managers to sacrifice long-term goals for short-term gains.

15. Create a democracy of information: Companies need information systems that equip every employee to act in the interests of the entire enterprise.

16. Empower renegades and disarm reactionaries: Management systems must give more power to employees whose emotional equity is invested in the future rather than the past.

17. Expand the scope of employee autonomy: Management systems must be redesigned to facilitate grassroots initiatives and local experimentation.

18. Create internal markets for ideas, talent, and resources: Markets are better than hierarchies at allocating resources and companies’ resources allocation processes need to reflect this fact.

19. Depoliticize decision making: Decision processes must be free of positional biases and should exploit the collective wisdom of the entire organisation and beyond.

20. Better optimize trade-offs: Management systems tend to force either-or choices. What’s needed are hybrid systems that subtly optimize key trade-offs.

21. Further unleash human imagination: Much is known about what engenders human creativity. This knowledge must be better applied in the design of management systems.

22. Enable communities of passion: To maximize employee engagement, management systems must facilitate the formation of self-defining communities of passion.

23. Retool management for an open world: Value-creating networks often transcend the firm’s boundaries and can render traditional power-based management tools ineffective. New management tools are needed for building and shaping complex ecosystems.

24. Humanize the language and practice of business: 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.

25. Retrain managerial minds: Managers’ deductive and analytical skills must be complemented by conceptual and systems-thinking skills.