Vittorio D'Amato, Francesca Macchi

The need of a new management model

THE NEED OF A NEW MANAGEMENT MODEL

Vittorio D'Amato, Francesca Macchi

1. Business System: Business Model & Management Model

Before expressing our proposal of a new Management Model, we believe that it is important to define what we intend for Management Model. Whether you want to develop a new business

Business System

BUSINESS MODEL
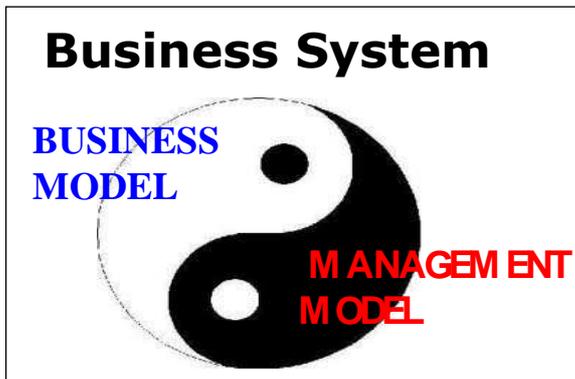
MANAGEMENT MODEL

or you want to reinvent a business which still exists, it is crucial to reflect on the total Business System. The business system is composed by a hard part, the Business Model, and a soft part, the Management Model. It's evident how worthless it would be working exclusively on one of the two parts, ignoring the other. The greatest part of managers invests time and energy in inventing and implementing Business Models, forgetting the other side of the coin, the Management Model. What's a Business Model? The Business Model is the way in which a company develops its own business and realises value for its clients, its shareholders, its staff and partners (suppliers and distribution channels). **What's a Management Model? Quoting the words of Prof. Jiulian Birkinshaw of the London Business School: "*A Management Model is the choices by executives of a firm regarding how they define objectives, motive effort, coordinate activities, and allocate resources, in other words, how they define how work of management gets done.*" A Management Model has to clearly specify the main principles, which the company bases its behaviours and its main managerial choices on:** what's the nature of the objectives the company wants to reach, how to motivate people to pursue the defined aims, how to organise and coordinate the company's activities, how to take decisions, how to reward people, the way in which information and numbers are managed. It is immediately clear that investing time and energy in defining the Management Model is a matter

of fundamental relevance, since the competitive advantage doesn't come only from a good Business Model, but also from a valid Management Model.

A Business Model without a Management Model is a failure; a Management Model without a Business Model is pure theory.

2. Management Models 100 years old

About 100 years ago, many big multinationals, helped by the studies of management pioneers as Frederick Taylor(Scientific Management), Douglas Mc Gregor (Theory Y), Peter Druker (Management By Objectives), developed all the processes, hierarchies and control systems adopted and used still today. Those systems and structures are fundamentally oriented toward efficiency, mass production and costs reduction. This Management Model had an incredible success and it contributed to the success of many big companies during the XIX-XX centuries. However this success had at least two contraindications:

- that of make us blind towards other possible management models, never change a winning team;
- that of associate the concept of management to those of control, hierarchy and bureaucracy.

Other possible elements which are delaying the new management models' success are:

- the principles under the traditional management model are very consolidated;
- a natural resistance to change, by its nature the human being tends to save time and energy;
- the traditional management model's way of thinking and acting is widely adopted and consolidated in companies coming from different industries and dimensions and it is based on a combination of the industrial old ages with analogues and military practices.

We are talking about absolute respect for hierarchy, chains of command, subordinates, award and punishment. Obviously this terminology has enormously influenced our way of seeing, acting inside our company and the way we manage people. We think that now is time to change. We don't want to say that the "old management model" is wrong, of course that model was suitable for those times, characterized by a need to produce the same products at a low cost and a labor workforce with low education. Now the needs are change, customers are searching for products that are increasingly differentiated and unique, full of meaning. Workers are more educated and able to participate more and more in the creation of value for the enterprise.

Reinventing Management			
Old Management		Management3.0	
Needs	Solutions	Needs	Solutions
Perform repetitive tasks in an efficient manner. Produce on a large scale the same products.	Clear definition of roles and responsibilities. Clear rules. Monitoring and verification of the work performed. Rigid hierarchy	News. Searching for meaning in products and brands. Uniqueness. Transparency / clarity.	Collaboration. Initiative. Flexibility. Self-organization. Shared responsibility. Innovation. Participative leadership. Speed.

3. Management Model: a new proposal.

In order not to excessively complicate the new Management Model, and at the same time avoiding trivialising it, our studies lead us to identify 7 macro pillars of the new management model: decisions, coordination/control, objectives, motivation, information, culture, learning/growth.

Management Model's Dimensions	Old Management Model	Management 3.0
DECISIONS	Taken by a few people Top down approach High hierarchy and bureaucracy	Shared responsibility Shared corporate intelligence Top down & bottom up approach
COORDINATION & CONTROL	Essential role of bosses	People & team more self-directed
OBJECTIVES	Top Down Approach Short term orientation	Top down & bottom up approach More focus on the long term
MOTIVATION	Extrinsic & based on rewards and benefits	Intrinsic and based on job involvement and job quality
INFORMAZION	Secrecy Reserved to a few people Has to be researched	Total transparency Available to all the stakeholders Given spontaneously
CULTURE	Paternalism Internal competitiveness Individualism	Total meritocracy Collaboration Team work
LEARNING/ GROWTH	Left to individuals Focused on one or a few competences Learning as a unique individual experience	Planned Widened as more functional competences Organisational learning deriving from more experiences

DECISIONS

Bureaucracy vs self-organisation

Bureaucracy and bad management are often hooked on. People usually define strict norms, regulations and methods to compensate for the lack of competence and intelligence. The sociologist Max Weber, stated that companies are built in one of the following ways: the *traditional domination* founded on adopting traditional norms and regulations which have till that moment well operated; the *charismatic domination,* based on a leader's charisma; the *legal domination,* which founded itself on establishing a clear system of norms and practices. On Weber's opinion, the third is the more rational and efficient method to manage an organisation. The legal domination middles bureaucracy, avoiding the risk of an approach based on idiosyncrasy and individualities. In spite of this, as every management principle, if over-adopted, it could create depersonalisation and disengagement, inefficiency due to the lack of continuous improvement and innovation. In our opinion, the bureaucracy principle works well in companies which aren't too mature, where the competences and dialogue levels are poor and the required innovation level is low. In companies where innovation, communication and competences are considered a must, a bureaucracy excess is simply catastrophic. In these cases, a self-organising system could work well. The self-organising concept is strictly connected with the concepts of balance and instability. Balance is a condition where all the forces of a system tend to call each other off and it drives to stability, not change. In her book *Leadership and the New Science,* Margaret Wheatley states: *"I don't believe that balance could be a desirable condition. Rather the contrary. My studies have demonstrated that the search for balance drives to the institutional death".* In thermodynamics, balance corresponds to the final state of a system's evolution, the point where it has run its changing ability off. Living systems don't look for balance, simply because they, as opened systems, live in symbiosis with the surrounding environment. The studies about dissipating systems (self-organizing systems) run by the Nobel Prize Ilya Prigogine have demonstrated that opened systems, as companies, import energy from the environment and export entropy. Those systems maintain a condition of continuous instability, so that they could change and growth. They take part at a continuous exchange with the external environment to constantly renovate themselves. Instability is the necessary condition to have a system grown. Opened systems use instability to avoid worsening. Over against high annoyance levels, open systems re-defined themselves as a new, more developed form. Opened systems answer to "inconveniences" organising in a new way. Inconvenience usually plays an incisive part in generating something new, in generating a higher order

structure. In the traditional management model it was commonly thought that the definition of clear boundaries would represent the best way to maintain one's competitive advantage. However, in a world of self-organising systems, boundaries tend to change continuously, in response to the surrounding environment. **All the companies which has based their competitive advantage on distinctive competences, instead of on products or still existing business units, represent a clear example of organisations with a strong internal balance and a continuous opening towards the external world.** A company which bases its own competitive advantage on distinctive competences identifies itself with its own competences portfolio, instead of with its products portfolio. These organisations are constantly lending an ear to market's soft signals in order to catch new opportunities and open new markets. As Gary Hamel states in his book The Future of Management: *"Companies focused on core competencies are able to invent new markets, quickly enter emerging markets, and dramatically shift patterns of customer choice in established markets."* Similar structures enable high autonomy, fluctuation and change levels internally. Tolerating that, they are able to preserve their stability, going on developing and therefore assuring themselves longevity.

COORDINATION-CONTROL

Hierarchy vs shared corporate intelligence.

A hierarchy (from Greek hieros: holy and archè: government) is a system of graduation and organisation of things. Referring to business, the terms hierarchy implicitly absorbs three different elements: *position hierarchy* (when a person has authority over other people, thanks to his/her hierarchic position); *knowledge hierarchy* (top management has the main knowledge); *action hierarchy* (top level decisions define the following actions). In the traditional management model, those three elements were perfectly integrated, who was at the top level, was also the more competent and therefore guided the decisional process. But in modern organisations, competences are scattered inside different functions and people are often fostered to decide beyond their specific role's responsibility. In a certain hierarchy level is fundamental to put a complex organisation in operation, the concept of hierarchy as we know has at list to face some problems:

*The unqualified hierarchy. H*ierarchy takes for granted that the boss possesses the greatest competence. In the majority of complex organisations, this isn't possible anymore, and thereby the company run the risk of taking the most important decisions, without considering who owns the highest level of competences in the matter of them.

The uninformed hierarchy. Hierarchy prevent information from moving through the different hierarchical levels. This leads to take wrong decisions.

The intrusive hierarchy. Many managers are worried about losing their power and tend to decide also for their collaborators. This makes people frustrated and disengaged.

In the new management model, the new Manager3.0 also has to possess the ability to release collective energy. People have talent, energy, intelligence and creativity, but the main part of these qualities isn't always used. Human energy is like light energy. When it is released, as in light bulbs, it results an average-quality effect. On the contrary, when the same energy is focused and concentrated in a unique way, as happens in a laser, it has the power of going beyond every obstacles. In the same way, while common people scatter their energies among a wide range of activities, a genius is able to fully exploit them, focusing them on a unique aim and obtaining very higher results, compared with those achieved by others. The energy concentration principle could be implemented also inside a company. **A company success is directly connected with how much energy the collaborators are inclined to invest and with their ability of concentrating it and driving it to a unique, challenging objective.** The greatest part of us don't have the slightest idea of what we can produce in a defined period of time, until we put us on probation. We use an infinitesimal portion of our intellectual capabilities, and we aren't even aware of it. Then we bump into the right incitement and we activate our intellectual potential. When we are busy in an engaging project, our mind is literally absorbed. Everywhere we are, in our office, at home, in our car, our attention is drawn by all the things and people connected with our project. Everything we see, everything we do becomes connected to the project. Imagine that a company could find the way to organise and mobilize people attention around the objective of significantly improving its performance, of sharply speeding up. Suppose that the collective intelligence of people working with you has been conveniently stimulated, to a point that the performance improvement isn't only an objective, but even a real mission. If every collaborator could see the world through his/her improving project's lens, everything he/she sees could become a rich potential source for a creative work. Once that the project of the organisational energy focus has been understood and appreciated, the following question to set is: "How can we exploit that energy to change our company?". And the answer is: transforming our collaborators in partner and involving them in the decisional process. All the collaborators have to fully take part in the definition of their tasks and responsibilities and in the continuous improvement of their working conditions. The level of creative energies and intellectual potential of the greatest part of collaborators is generally higher than that requested by their jobs. If we are able to use a part of this creative energy appear and to address it to the current work, the expected result could be exceptional. New managers should be able to release energy and to simplify the transformation process of this energy into ideas and actions. **Managing ideas doesn't mean lower our own ideas from the**

top, on the contrary, it means creating the right conditions for the development of new ideas everywhere. The new manager3.0 should facilitate this growing process, managing organisational and economic conditions so that people could produce a blast of brilliant ideas which could generate added value for the company. **This means taking care of the organizational learning process, looking at the company as a community of people who never stops learning, growing and at the same time working for improving the present and creating the company's future.**

OBJECTIVES

Alignment vs indirectness

The alignment process is well known and often adopted by many companies. There are many managerial practices, Management by Objectives, Key Performance Indicators, Strategic Planning, Balanced Score Card which uses this alignment process as a way to understand how objectives should be set and defined inside a modern organisation. The alignment concept is strictly connected to the hierarchy, meaning that divisional, functional and individual aims should all be aligned in a unique set of organisational objectives. Alignment, especially if forced, can involve some problems:

Different objectives

In the majority of knowledge companies it is impossible to have perfectly aligned objectives. Let's consider a researcher in Angelini, Apple, FESTO, Epson: what incites him/her doing his/her best every day? Obviously the greatest part of his/her time will be devoted to develop new knowledge which couldn't give returns in the short term. Therefore it is a non-sense state that his/her objectives should be perfectly aligned with that of other divisions or with that of the commercial division.

Short-term results, long-term objectives

The shareholders' pressure for obtaining short-term results (semester, quarter, month, week) pushes many managers to take decisions not coherent with the long-term objectives, threaten a real alignment.

Shareholders vs stakeholders

Another problem companies should face is the fact that the traditional management model not only tends to reward short-term results, but also to pander especially to shareholders' interests, to the detriment of all the other stakeholders. The concept of indirectness in business appears for the first time in a Financial Times article of 2004, by the British economist John Kay: "Strange as it may seem, overcoming geographical obstacles, winning decisive battles, or

meeting global business targets are the type of goals often best achieved when pursued indirectly. This is the idea of obliquity. Oblique approaches are most effective in difficult terrain, or where outcomes depend on interactions with other people." In 1994 James Collins and Jerry Porras published the best seller *Built to Last.* These authors have been studying 18 companies they defined "Visionary Companies" for six years. They compared them with other companies in the same industry, which instead obtained average performances in that period of time. The visionary companies have been chosen based on the following parameters: recognised as leaders in their sectors, founded before 1950, with extraordinary long-term business performances. Their research underlined the fact that Visionary Companies could pursue more aims and, among those, the profits maximisation is only one of them and not necessarily the primary one. Having said that, those companies have obtained a better long-term business results compared with their direct competitors. In their book *Firms of Endearment,* Rajendra Sisodia, David Wolfe e Jagdish Shetch analysed the long-term performances of a group of companies as Whole Foods, Harley-Davidson and Costo and they discovered that those companies were more oriented towards adding value for clients than reaching short term economic-financial results. These companies demonstrated to have, as indirect (oblique) result, an average return on investment of 1026% for their shareholders in a period of 10 years till June 2006, compared with the 122% of their directed competitors. HCL's motto *Employees First-Costumers Second,* represents a great example of indirectness. "*We will do everything needed to improve the engagement level of people because we believe that engaged people could offer our clients a legendary service which will make us obtain extraordinary results."*

The indirectness concept needs at least three grassroots elements:

- *a clear and strong relationship between the indirect objective and the final one;*
- *risks, barriers or uncertainty in pursuing the direct objective;*
- *a strong stakeholders' sharing of final aims.*

MOTIVATION

Extrinsic vs intrinsic

When we talk about the concepts of extrinsic and intrinsic, we are talking about motivation. The word motivation comes from latin *motus*, and it identifies a movement. **Therefore, motivation defines all the objectives that propel us.** To understand motivation, it is necessary to know the psychological process, which determines the motivation's appearance, development or disappearance. In Sigmund Freud opinion, as soon as you feel a well-being sensation, it means that the psychic energy is low. A need occurrence generates a psychic energy production, called tension. This tension generated from the psychic energy's push will continue

and will increase so much that it will encourage us to operate to satisfy that need. Coming into action, the feeling of tension can weaken and therefore the psychic energy can come back to its original level, having at the same time a feeling of satisfaction and pleasure on. One of the first researcher who developed a motivation theory was Frederick W. Taylor. At the beginning of the XX century, he defined the Work Scientific Management, aimed at maximising productivity, motivating collaborators as much as possible. This Theory is based on three essential elements:

Detail division of labour: it refers to the principle of "everyone according to his/her intelligence/talent". Workers do manual labour, engineers do intellectual labour. Taylor's human view is dramatically determinist, considering that some people are intelligent, motivated and suitable to carry on intellectual jobs, while others are by their nature lazy, little motivated and able only to manual activities.

Social division of labour: it refers to the division of tasks, under-responsibilities to be realised with extremely simple gestures. Instead of committing a complex task to a unique person, it is preferred to commit many under-responsibilities to different people according to their manual abilities.

Salary defined according to performance: in Taylor's opinion, workers are by their own nature little oriented to work. To stimulate them producing, it is therefore necessary to use a unique motivation: money.

Even if this theory knew a great success, particularly in the first half of the XX century, it presents some limits that today appear even more evident. With an excessive labour division, people become unmotivated because they are deprived of one of the main components of motivation: significance, what actually Simon Sineek call The Why. A worker is nothing more than a link in a chain, his/her contribution is emptied out of its significance, reduced to a repetitive gesture, which makes him/her responsible for only a poor part of the job. The direct consequence is that, since he/she isn't asked to think, he/she is deprived of his/her responsibilities, doesn't take part at the improvement process and, even less, at the creative reflection which brings to a greater customer satisfaction.

It is difficult to talk about motivation without mentioning Abraham Maslow's Need Pyramid. For Maslow, needs can be gather together in five big categories and ordered in hierarchies.

1. *Physiological Needs*
2. *Security Need*
3. *Membership Need*
4. *Esteem Need*
5. *Realisation Need*

When physiological needs are satisfied, people try to satisfy those of security, then membership, esteem, personal realisation. From Maslow researches we can learn two fundamental teachings.

1. At the time of acting, people's behaviour is guided by the need they perceive as more intense.

2. A satisfied need won't stimulate as an unsatisfied one.

3. When a person grows and makes progresses, his/her motivation moves from the field of possessing to the field of being.

Other researchers arrived to the conclusion that those needs on the top of the pyramid employ a more dynamic and crucial action than others and that from those needs originates the real source of motivation. An important contribution was that of Clayton Alderfer in 1972. In Alderfer's opinion motivation isn't a hierarchical pyramid: it isn't necessary to satisfy one need before accessing another and it is possible to be stimulated from different needs at the same time. We suggest a dynamic model of needs satisfaction, which arises from the Total Reward System concept. The real motivation is interior (intrinsic motivation), is fostered from a person's heart and mind, gaining from his/her needs in a particular moment of his/her life. This means that a need is dynamic, it can change during our life, as a consequence of particular circumstances and everyone could be motivated from the joined satisfaction of more needs. Manager3.0 have to learn to adopt a more specific marketing approach. **As companies can't think of satisfying all their customers in the same way, also leaders have to learn to manage their collaborators one by one**. In addition, the more a collaborator perceives that the company's aims, values and purposes coincide with his/her own ones, the more engaged he/she will be, making his/her energy available to the company and the customer. **The new Manager3.0 is that who can mobilise not only competences, but also a company's emotional and even spiritual resources.**

INFORMATIONS-DATA

Secrecy vs transparency

The traditional management model implies that people inside a company don't possess all the information needed to work well. It depends on the fact that many managers believe that avoiding to share some information, is the key to defend their power and their position. In many small-medium companies, people can't know neither the mission, nor the vision, neither the values, nor the company's economic and financial data. People are therefore obliged to foresee them, but, without a proper related communication, everyone arranges legitimately his/her own ideas. These often generate decisions and actions which don't agree with the business labour,

which aren't integrated with others' ones and, therefore, the consequence is an enormous competitive inefficiency. In the new management model, all the information should be made transparent. A complete transparency of information allows people to be more engaged for at least three reasons:

First: the new management model considers increasingly competent people, pushes them to decide and take their own responsibilities. But, if you want to act and take your responsibilities, you have to accept responsibilities, possess enough information to choose among alternative decisions and actions. The chance of removing alternatives determines a time and energy economy, enriches people's job, gets supervision off management's chest, encourages proxy and gives supervisors the chance to devote more time to strategic problems.

Second: One of the human deepest needs is understanding why, the scope, the meaning of the job, why we do what we do. This is fundamental to allow people to act properly. If we think about philosophy's, history's and science's efforts to explain life experience, we realise that this impulse has an extreme power. Oppressed by an authoritarian society and thankful for having an occupation, people had to adapt themselves to operate in bureaucratic organisations, characterised by an extreme labour subdivision, according to the "command and control" logic. A little at a time, social development, dignity and human rights recognition access to global information, thanks to mass media and internet, has made these systems inefficient to face the new business challenges. In the new management model, companies will have to share mission, vision, strategic intents and values with their members, contributing in this way to satisfy people's fundamental need of having a goal and understanding "the why" of their job.

Third: being informed means feeling included, respected, taken into consideration, made responsible for some activities. Not being informed entails feeling excluded, not important, not respected, devoid of responsibilities.

LEARNING/GROWTH

Individual vs organisational

Leaders may think that getting their organizations to learn is only a matter of articulating a clear vision, giving employees the right incentives, and providing lots of training. This assumption is not merely flawed—it's risky in the face of intensifying competition, advances in technology, and shifts in customer preferences. Organizations need to learn more than ever as they confront these mounting forces. Each company must put in place e new management model where learning must be considered at all level as a continuous process. It is important to underline that we are speaking of learning and not of training. We are becoming more and more aware of the importance of learning from practice, from what happens us every day.

Understanding begins with reflection, and reflect means retracing ones steps, re-examining, thinking of what has been done and how it has been done. Reflect is seeing from a wider angle of view. In our everyday activity it is difficult to re-examine what we have done to discover significances and teachings to improve future acts. People constantly re-examine what they have done, develop a strong evolutionary pressure towards new horizons, new visions and new reflections. Mary Fitzgerald affirms that it is through reflection that we are able to analyse and critically interpret our work. We could make reflections in progress (reflection in action) or in retrospect (reflection on action). Reflection gives us the possibility to critically look at our behaviour, at others' one and at the social and organisational environment, which we operate in.

Reflecting means:

- calling all the assumptions related to what we know and how we know it into question;
- asking oneself which interests are served by certainties, rules and traditions;
- discovering which way we could reinforce those certainties, those rules and traditions.

Reflecting on our behaviour could help us developing the needed level of self-awareness, while reflecting on what is happening around us could help us identifying problems and things which have to be changed. Reflection is fundamental for learning; it is a hard process which drives us to become efficient students and critics always ready to call the way in which things are done into question. Reflection is strictly connected with action, who doesn't act, can't reflect, can't improve him/herself, can't generate competitive advantages. **Only who operates, who has taken part in something could understand, reflect, improve and operate.** But doing it alone, it isn't enough. Intelligence can be measured on the basis of the slowest coach. How many times have we decided of changing our bank, supermarket for actions of a unique person: the secretary, the cashier or the executive. The train moves at the speed of the slowest coach, and, if the locomotive accelerates too much, some coaches will disconnected and it will go on travelling alone. It is incredible how often, maybe too often, I've noticed an enormous disconnection of the top from the rest of a company.

The greatest part of managers isn't able to spread, transfer knowledge. They are often unable to communicate the company's vision, values, business strategies and to spread the needed competences to reach the defined objectives. **Learning is a collective, business fact.** It shouldn't only be developed, but it also should be spread. Creation and spread are two complementary processes, which support each other.

CULTURE

Competences vs values

For too many years managers have undervalued the impact of culture and values on people behaviours and therefore on their results. **The new Manager3.0 is the first in charge for defining and creating a company's culture and values and for choosing who should board and who shouldn't**. Too many times we have confused competences with values. Values are those principles that for us are fundamental and intrinsically desirable, what makes us say that a certain mode of conduct or a certain way of being is preferable to another, the fundamental concepts underpinning the ideal behaviour.

We may be willing to come to a compromise to give up everything but not if that touches our value.

A value is something personal that can't be copied or borrowed from other.

At this point someone may wonder if it is really necessary to go so deep: "Why the new Manager3.0 should care more and more about what are my values ? If I have the necessary level of competencies and intelligence to obtain excellent results, why the new Manager3.0 should ask to me what are my values ? The answer is simple: no knowledge or intelligence is sufficient by itself. Many criminals have great skills and high IQ, but what they do with their intelligence is determined by their values. The new management models will first have to make in roads on the values components and after to the economic aspects. Reporting the words of Bill O' Brian, for over 30 years CEO of the Innover Insurance Company: "If the major part of the important decisions is taken by the top management, then at least from a business perspective, values of individuals can be considered not so important. But we want that the decisions will be taken locally, because we think that the efficacy of the action increase even more is closed to the point of implementation. Becomes essential to define a set of values that pervade all the organization." The new Organization3.0 will compete both on the economic market and on the values market. If we behave in harmony with a unique set of values we will reinforce one another. We will discover that we can help to prevent wrong choices. **The new Manager3.0 will invest more energy and time to define the organization value, to decline them into clare actions and to communicate them to all the stakeholders, so that everyone can decide whether or not to board.**
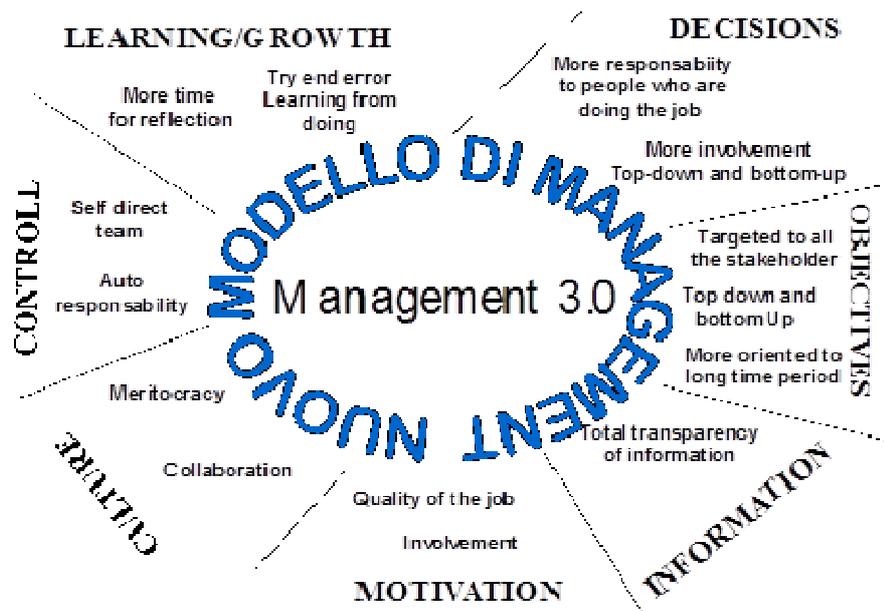
Referencies

Argyris C. (1990), *Overcoming Organizational Defenses*, Allyn & Bacon.

Barrett R. (2006), *Building a Values Driven Organization*, Elsevier.

Bennis W. (1994), *An Invented Life: Reflection on leadership and Change*, Boulder CO:Perseus Books.

Birkinshaw J. (2010), *Reinventing Management*, John Wiley & Sons, Ltd.

Birkinshaw J. (2013), *Becoming a better boss*, Jossey-Bass

Block P. (1993), *Stewardship*, Berrett-Koehler Publisher inc.

Collins J., Porras J. (1994), *Built to Last: Successful habits of Visionary Companies*, New York: HarperBusiness.

D'Amato V. (2015), *Management Innovation Road Map*, EGEA, Milano.

D'Amato V. (2014), *MANAGEMENT 3.0. Il manifesto e le nuove competenze per un Manager 3.0*, Franco Angeli, Milano.

D'Amato V. (2012), *Reinventare il management: proposta di un nuovo modello di management*, «Liuc Papers», 247, Serie Economia Aziendale 36, luglio.

D'Amato V. (2007), *Passione, unicità, competenza e valore. Come svilupparli nell'era dell'ipercompetizione*, Franco Angeli, Milano.

D'Amato V. (2003), *Gestire il presente e creare il futuro*, FrancoAngeli, Milano.

D'Amato V. (2003), *L'arte del dialogo*, FrancoAngeli, Milano.

D'Amato V. (2000), *Costruire oggi il domani*, FrancoAngeli, Milano.

Fiol C.M. & Lyles M.(1985), *Organizational Learning*, «Academy of Management Review», vol.10, p.803-813.

Fritz R. (1984), *The Path of the Last Resistence. Became a Creative Force in Your Life*, Fawcett Colombine.

Goffee R., Gareth J. (2006), *Why Should Anyone Be Led by You?*, Harvard Business Review Press.

Gratton L. (2004), *The Democratic Enterprise*, Prentice Hall.

Hamel G. (2012), *What Matters Now*, Jossey-Bass.

Hamel G. (2008), *The Future of Management*, Harvard Business School Press.

Hamel G. (2002), *Leading The Revolution*, Penguin Group.

Hamel G., Prahalad C. K. (2005), *Strategic Intent*, «Harvard Business Review», July-August.

Markides C. C., Geroski P. A. (2008), *Fast Second*, John Wiley & Sons Inc.

Markides C. C. (2008), *Game Changing Strategies*, John Wiley & Sons Inc.

Hunt J. (1992), *Managing People at Work*, McGraw Hill.

Mullins J., Komisar R. (2009), *Getting to plan B: Breaking through to a better business model*, Boston: Harvard Business School Press.

Schein Edgard H.(1985), *Organizational Culture and Leadership*, Jossey Bass Publishers, San Francisco, CA.

Sinek S. (2009), *Start with Why*, Portfolio.

Vermeulen F. (2010), *Business Exposed*, Prentice Hall.

Vermeulen F. (2012), *So, you think you have a strategy? Five poor excuses for a strategy*, «European Business Review».

Vermeulen F. (2011), *Strategy is the story*, «Business Strategy Review», July.

Vermeulen F. (2011), *Cutting business myths down to size*, «Business Strategy Review», January.

Vermeulen F., Puranamm P., Gulati R. (2010), *Change for change's sake*, «Harvard Business Review», 2010.

Wheatly J. M. (1993), *Leadership and the New Science*, Berrett-Koehler, San Francisco.

Sommario

La maggior parte delle organizzazioni utilizza modelli di management risalenti ad oltre cinquant'anni fa, non più adatti ad affrontare le nuove sfide. Reinventare il management e la leadership è fondamentale, dato che il vantaggio competitivo non dipende unicamente da un buon modello di business, ma anche da un valido modello di management. Un modello di business senza un modello di management è un fallimento; un modello di management senza un modello di business è pura teoria. Questo articolo, una volta definite le differenze fra Business Model e Management Model, propone un nuovo modello di management in cui le persone sono considerate i veri stakeholder.

Abstract

The greatest part of the organisations uses over fifty-year Management Models, which aren't suitable for the new challenges. Reinventing Management and Leadership is fundamental, since the competitive advantage doesn't come only from a good Business Model, but also from a valid Management Model. A Business Model without a Management Model is a failure; a Management Model without a Business Model is pure theory. This article, after defining the differences between Business Model and Management Model, proposes a new management model, where people are really considered as the main stakeholders.

Nota biografica sugli autori

Vittorio D'Amato

Vittorio D'Amato is professor of Leadership & Management at LIUC - Università Cattaneo. Director of CeRCA-Research Centre on Change & Organisational Learning, Director of the Second Level Master Degree EMBA (Executive Master in Business Administration) and Coordinator of the Master's Degree in Business and Management Specialisation Pathway in Human Resources Management at LIUC - Università Cattaneo. Founder and president of AIADS- Italian Association of System Dynamic Analysis.

Francesca Macchi

Francesca Macchi is researcher of CeRCA – Research Centre on Change and Organizational Learning and coordinator of the Second Level Master Degree EMBA (Executive Master in Business Administration) at LIUC - Università Cattaneo.