



Rolf Habel

The Human Factor

*Management Culture in
a Changing World*

Booz | Allen | Hamilton



CONTENTS

<i>Foreword</i>		vii
Chapter 1	In a World of Change	1
	1.1 Globalisation: A Revolution in Scale	1
	1.2 The I-World: At Home In Virtual Worlds	8
	1.3 The New Technologies: Drivers of Progress	16
	1.4 The Competitive Economy: Maturity Not Monopoly	24
	1.5 Knowledge: From a Power Lever to a Production Lever	28
	1.6 Social Change: The Self-aware Generation	34
Chapter 2	The Human Element at the Heart of Entrepreneurial Challenge	39
	2.1 Mastering Change – Developing Flexibility, Making the Transformation	39
	2.2 People as The Driving Force – Energising Others	49
	2.3 Refashioning The Centre – The Centreless Corporation	56
	2.4 Operating in Manageable Units: Decentralisation and Destructuring	64
	2.5 The Benefits of Networks – Scalable Size	67
	2.6 Winning the Future: Innovations and Creativity	76
Chapter 3	The New CEO Agenda	82
	3.1 Perfect Balance – Stakeholder Value Versus Shareholder Value	82
	3.2 Management with The People Factor – Leadership and Communications	87
	3.3 Accepted Models: Consistency of Actions	99
	3.4 A Vital Community: Values, Culture, Customers	105
	3.5 The Thrust of Motivation – Post-merger Integration	114
	3.6 Fairness With Responsibility: Accepting Mistakes, Allowing Risk	123
	3.7 Continual Cell Division: Knowledge Management, Competence Networks	132

Chapter 4	Lasting Success	148
	Keeping a Human Scale with Ambitious Objectives	152
	Between Differentiation and Standardisation	153
	An Approach which Promises Success: The Market Development Manager	156
	Powerful Impetus for Young Start-ups	159
	Acceptance of Mistakes Means Creating Space for Creativity	160
	Readiness to Take Risk is Still Underdeveloped in Germany	162
	Knowledge which Leads to Competence	163
	Competence Networks Facilitate Mutual Support	165
	Developing One's Own Expertise	167
	Common Basis of Current Knowledge	168
	Equipped with Competence for the Net Economy	169
	Specific Benefit for the Organisation	171
	Top Management Must Make a Visible Commitment	176
	e-Commerce as an Impulse for Development	177
	Globalisation Presupposes Networking	179
	Operating Globally Means ...	180
	The World plc as a Mutation in the Orders of Magnitude	182
	'Ultimately All Problems in the Economy are People-related'	182
	The Individual is the Key	183
	7 Golden Rules	184
	<i>Notes</i>	186
	<i>Index</i>	189