

THE FUTURE OF WORK AND THE TRANSFORMATION FROM WITHIN



THE FUTURE OF WORK AND THE TRANSFORMATION FROM WITHIN

Pedro do Carmo Costa & Francisco de Rhodes Sérgio

November 2014



PEDRO DO CARMO COSTA

pcc@exago.com

Director and Co-founder of Exago, Pedro leads business development efforts. His career has centered on the art and science of innovation for almost 15 years. He's worked to help large companies build an internal capacity for innovation, to evolve and grow successfully. Prior to co-founding Exago, he worked at Strategos with innovation thought leaders such as Gary Hamel and Peter Skarzynski. Pedro lives in London and is the proud father of four.



FRANCISCO DE RHODES SÉRGIO

frs@exago.com

Francisco leads inbound activities and business development for Latin America. Before Exago, Francisco worked at Philip Morris International and Deloitte. After having studied and worked on four continents and in many business areas, he effectively advises companies on how to out-innovate their competitors. He holds a BA in management and an MBA from Vlerick Business School.

Exago is a pioneer in software and services that use collective intelligence to solve key business challenges, with an innovation-led approach. From cost reduction and customer engagement to behavioural change, we help organisations worldwide unleash people's hidden potential to achieve real results.

Since 2007, Exago has grown with our clients and partners worldwide. Together, we've reached four continents (Europe, Asia and North and South America), spanning a variety of industries – from major retailers and telecom operators to health organisations and energy suppliers.

We have three office locations: Lisbon, Portugal; London, the UK and São Paulo, Brazil.

CONTENTS

INTRODUCTION	5
TOMORROW'S ENTERPRISES	
THE CORPORATE (R)EVOLUTION	7
1. A TURNING POINT	
2. SOME GOOD EXAMPLES	
UNCERTAIN, YET FULL OF POSSIBILITIES	13
1. TAKING OVER THE REINS OF INNOVATION	
2. THE POWER OF COLLECTIVE INTELLIGENCE	
3. TRAINING AN INTERNAL ARMY OF INNOVATORS	
CONCLUSION	19
THE NEW THRESHOLD OF CORPORATE EVOLUTION	

‘From the first time since the dawning of the industrial age, the only way to build a company that’s fit for the future is to build one that is fit for human being as well.’

Gary Hamel, ‘The Future of Management’

INTRODUCTION

TOMORROW'S ENTERPRISES

Which companies are ensuring their place in the future? Definitely not those sticking to conventional models in work organisation or in structuring and running their businesses. As evolution teaches, the ability to adapt to environmental changes, such as the ones we experience in the corporate world, determines who has a better chance of thriving. So, is your company's DNA set to evolve?

A significant number of CEOs all over the world feel this urgency as work innovation has become an essential lever for success. Everyone agrees with this.

Yet there is a gap between intentions, on the one hand, and reality, on the other. In practice, managers and executives allocate less time to innovation than they aspire to. Think about it: How much time do you devote to finding out about not only new methods and products but also ways to shape your structures and organisational processes to instil innovation as a work methodology?

The effort of guiding this change must come, above all, from executive leadership. But employees have to be engaged for this purpose too: all need to be committed.

In search of new paths

Too many organisations and executives still operate within an obsolete management paradigm – based on nineteenth century methods and assumptions, improved in the mid-twentieth century and executed with early twenty-first century technology. The formula may have worked in the past, but prospering in markets and sectors that change at lightning speed calls for new tools, new attitudes towards work management.

The first chapter of this paper analyses challenges that cross the path of all companies, on a global scale.

We next consider stirring success stories, to consolidate organisation's experience in an

active search for models, structures and processes that guarantee sustainable growth. These companies are not only specifically engaging each one of their employees but also harnessing their collective intelligence in a very promising way:

// Combining discipline with creativity and new approaches

// Going beyond old trade-offs (risk, power hierarchies and decision making) to set human passion free

// Engaging all workers and inspiring them to give their best

// Gathering the collective wisdom of their companies' teams and calling them to action

The focus of innovation initiatives worldwide has been essentially incremental or product-oriented. Innovation in work management is also required, though too often put aside.

Based on our experience in **Exago**, on four continents and in a wide range of industries, we are certain of this: organisations that succeed in updating and implementing their renewed work and management charts are undoubtedly more equipped to seize future opportunities. The second part of this paper sets out the models and practices that facilitate this evolution.

Missing the opportunities that spring from this reality is to run the serious risk of falling behind.

THE CORPORATE (R)EVOLUTION

1. A TURNING POINT

As organisms, companies inevitably have to evolve. But many seem to be resisting change, overlooking evidence that existing models won't be enough to cope with the uncertainties of the future. Evidence that nothing will ever be the same again in the global business world.

a) There are no permanent competitive advantages

The competitive advantages are eroding faster than ever. Not only enterprises, but also whole industries are disappearing or run such risk because they are not ready for the future. In many cases, the biggest competitors they will meet tomorrow come from outside the industry.

Video shops, for instance, have witnessed a decrease in demand in the digital age, as television and cinema services soared, and above all, in the face of the internet boom and consequent supply. Video cassettes have vanished from shelves. Video shops have disappeared from streets.

Nowadays, cameras are also giving in to mobile phones. Canon and Nikon continuously struggle to keep profitable and secure a place as market leaders.

b) Doing first, fast, continuously

Strategy life cycles are shortening. Businesses emerge, grow and die faster than ever. What is true in the morning may be shaken up by something amazingly different, quicker or more efficient just a few short hours later.

Markets fluctuate, tendencies, preferences and consumer behaviour change. The business world thrives on doing first and on good timing. Today. And again tomorrow.

c) Change has become rule

Value networks and ecosystems such as Facebook, Apple and others are causing a decrease in control of single companies. They also act as generators and disseminators of knowledge.

Linus Torvalds and the Linux system, open to evolution by means of collaboration of a community of programmers, is an example of how the rules completely change, creating new ecosystems, decentralising and relocating power of production and control.

d) Power to the consumer!

As a consequence of the impact of the internet, power is increasingly shifting from producers to consumers. The Web's richness and diversity springs from the fact that it is decentralised, non-hierarchical and inclusive of every individual. By allowing people with common interests to unite with each other, the internet gives these new groups an extraordinary power of negotiating, in a truly digital economy.

The consumer of today is, as never before, involved, both directly and indirectly, in brands and products in a twofold manner – praise and criticism. He may intervene, have a say in it and be listened to. This means not only that he takes conscious, informed decisions by himself, but also that he may contribute to the very process of decision making upstream.

A recent study by the consulting firm Gartner, *'Digital Business. Reshaping industries, Redefining IT'*, stresses that consumers, thanks to the power of mobile connectivity, are themselves profiting from crowdsourcing in new ways. They are beginning to understand the power they have (and will have) to influence companies' decisions.

e) An interconnected network...

The world is increasingly social, the distances between companies and individuals are becoming smaller. The celerity of processes shows in proximity relations, in network dynamics, linking with people and contexts previously inaccessible, and de-bureaucratising processes.

Through LinkedIn, Twitter, Facebook or even via e-mail, it's possible to immediately direct a message to a CEO, a manager in any area, a creative or a designer (although considering the professionals who often run these platforms).

f) ...anywhere, anytime

Access to information is ubiquitous and universal, because technologies of information and communication are themselves present anywhere, anytime. This immediacy leaves increasingly less room for intermediation and arbitrage.

g) Competition and global choice

Deregulation, communication costs reduction, even digitalisation and globalisation have been boosting the creation of new industries by newly-arrived, low-cost competitors.

Monopolies fade. Information spreads quickly, shaking the old foundations of intellectual property. It reaches continents and countries with lower raw material costs, productive labour or ability to replicate processes in a more affordable way. The market of choice for the consumer thus continues to grow exponentially, in global directions.

On the other hand, as a recent OECD report recalls, economic power is shifting to

emerging countries. China's number of graduates is now five times higher than ten years ago. Its number of graduate schools has doubled during the last decade. Keeping this rate, in ten years, China and India shall account for 40% of all young graduates in the G20 and the OECD countries (data from the 'Education Indicators in Focus – 2012/05' report). To gather the best-prepared professionals will make a difference.

And at work, what is changing?

In the working environment, new movements are pushing companies to break away with obsolete models and to employ innovative working methods.

a) We are 'burning out'

Increasing feelings of a state of emergency, of competition at work, of compulsive devotion to one's professional life – with all the stress and pressure brought along with this – more and more cause nervous breakdowns (known as 'burnout' or exhaustion syndrome). This lifestyle and employees' deteriorating health obviously end up affecting organisations.

b) Always connected

We have access to computers and smartphones and, through them, to the global network and work email everywhere, at any time – promoting this sense of a state of emergency. Being 'always connected' means, for many people, having to answer to requests immediately. Regardless of where they are or what time it is.

Several companies have been seeking to promote good practices in human resources management. The case of Volkswagen, in Germany, who refused to email employees who had company mobile phones outside working hours, illustrates such practices.

The giant of the motor industry decided to turn off their Blackberry servers half an hour after the end of the workday, and to turn them back on in the following day, half an hour before the beginning of activity.

Trade unions and social movements are also trying to assure that minimal rest periods of employees foreseen by the law are respected. In France, in April 2014, contact by the boss after office hours was forbidden, following an agreement between unions and employers in the digital, consultancy and engineering sectors.

This became known as the 'right to disconnection' from distance communication tools. Employees in these sectors may turn off their work phones between 6 p.m. and 9 a.m. of the following morning, without retaliation.

c) Personal time?

Juggling the professional with the personal spheres of life is not an easy task. It's something many companies have been reflecting on, to achieve two major goals: to guarantee greater organisational efficiency, and more productivity; and to harness more qualified human resources in the search for better conditions and a better quality of life at and outside of work.

To benefit their working parents some companies are already increasing flexibility of working schedules and creating services of family-life support.

d) Conquering the best

Generation 'Y' (people born during the 1980s or 1990s) has integrated into the labour market, with their different tech habits and life aspirations, reinforcing the need for changes in work structures and supply development – to attract top talent.

Soon Generation 'Z' (born between the end of the 1990s and the beginning of the new millennium) will follow. The challenge repeats itself. The motivation triad – autonomy, mastery and purpose – as suggested by Daniel Pink's formula, will resurface as new generations conquer the labour market.

e) Flexible work

The development and generalisation of technologies is also making work relationships and models evolve. The report *'The Future of Work: Jobs and Skills'* in 2030 by the UK Commission for Employment and Skills (2014), discusses this tendency:

'Faced with growing complexity and performance pressures in the work environment, individuals are increasingly seeking a more suitable balance and better boundaries between the requirements of work and private life. A majority (57%) of employees say that the availability of flexible working in their workplace is important to them; this proportion is growing over time and is significantly higher for particular groups including parents, workers with caring responsibilities and the highly qualified.'

The report further states that *'Generation Y (people born between 1980 and 2000 and have grown up almost entirely in the digital age) will further drive this trend, with 92% identifying flexibility as a top priority when selecting a workplace.'*

The contribution of each, the intelligence of all

In the face of this reality, both intrinsic and extrinsic tendencies are emerging. We cannot overlook them:

// On the one hand, the power of networks is generating new knowledge and synergies. Socialisation and human relationships acquire renewed influence.

// On the other hand, individuals assert themselves. Clients and consumers, as well as employees, now have new tools to make their voices heard. And they are using them to express concerns and to show their skills and capacities.

These dynamics bring opportunities. They fuel a corporate and collaborative spirit. Every employee and stakeholder can get involved, contribute and become part of something bigger.

But how can we gather the collective intelligence of our companies and truly create internal innovation armies? That is what the cases and models presented in detail in the second chapter will demonstrate.

2. SOME GOOD EXAMPLES

The importance of attracting new talents has been driving companies away from conventional recruitment methods. The brewing company Heineken and the food, chocolate and petcare producer Mars, for instance, got together to launch an integrated trainee programme. During the first three years of their career paths, participants can get to know the reality of two different companies, speeding up their skills development.

However, companies have also been striving to maximise internal talent, the collective intelligence of their people. In Exago, we believe you can tackle most of your business challenges by unleashing the hidden potential of your people.

Those familiar with the topic of innovation in work management, of collective intelligence's power engagement, probably heard of the examples of Whole Foods, W. L. Gore and Google. Gary Hamel and Bill Breen point out these successful cases in their famous book '*The Future of Management*':

a) Creating a community of purpose

The retailer Whole Foods Market employees are organised in teams and assigned responsibilities usually confined in a hierarchy of managers – such as managing administrative budgets, positions, processes and recruitments. The company engages all employees within a community united by the desire to contribute to a healthier and more sustainable world.

b) The innovation democracy

W. L. Gore is a revolutionary company in the textile industry, working as a 'bureaucracy-free zone'. There are no hierarchies or titles, no layers of management and no organograms. Information flows in all directions and peers chose leaders. A natural leadership emerges. Different members are free to experiment and devote a half day a week to any initiative they choose.

c) A totally disruptive model

Probably the biggest touchstone in workplace innovation comes from Silicon Valley. Google has successively been ranked among the top firms to work for, giving its employees 'the opportunity to change the world'.

Google has a flat hierarchy, organised in small, self-run teams, focused on the development of a product and a complex net of lateral communications. Besides having an extraordinary compensation policy, it has espoused the formula '70-20-10' – people can allocate 70% of their resources to their main activity, 20% to activities that significantly contribute to the main one and the remaining 10% to marginal ideas.

Two examples from Brazil

Companies around the world are showing that anyone can make a positive difference in work organisation. In Brazil, for example, groundbreaking businesses seek to implement effective mechanisms and platforms that allow employees' ideas to be taken into account, engaging them in the processes of innovation and path definition. Here are two suggestive examples:

a) Co-creating the future

Natura is often regarded as one of the most innovative and dynamic companies in Brazil. The 2013 annual list by *Forbes* magazine has once again ranked it among the 10 most innovative companies in the world, even though the top positions are usually taken over by US firms. For consecutive years, it has also earned its place on the top of the list of the 100 best companies to work for.

A market-leader in Brazil, present in seven countries in Latin America and in France, the cosmetics company sees itself as a community of people who engage in the construction of a better world – by means of a better relationship with themselves, the other and nature.

The firm builds consistent networks, both internally and externally. It also invests in collective and collaborative creation as a tool to live up to today's challenges and to offer competitive services and products.

b) Zero hierarchy

Vagas, one of the biggest career websites in Brazil, has been fostering recognition with its horizontal structure. There is no hierarchy, no command structure.

In 2014, 'The Management Innovation eXchange' (MIX), which looks for the most innovative projects in management of people and companies worldwide, has awarded the company with M-Prize. MIX is an initiative of the management guru Gary Hamel, with the support of Harvard Business Review and the consulting firm McKinsey&Company.

Within its unique collaborative environment, Vagas deals with 2,500 different clients. No fixed positions are held. Functions are discharged. Decisions are made by a consensus among team members: hiring, strategic planning, salary establishment. Since its foundation in 1999, the company has never grown less than 25% a year.

Key take-aways

There is no single magic recipe. However, take note of a set of good practices that are standing out for the value they are creating:

// Decentralisation and elimination of hierarchy

// Bigger autonomy and flexibility (in working schedules, spaces, etc.)

// Multidisciplinarity (bringing in people with different skills, experience and knowledge) and increased collaboration in the projects

// Greater transparency

// Goal-oriented work and employees' empowerment, with an innovation-led approach.

UNCERTAIN, YET FULL OF POSSIBILITIES

1. TAKING OVER THE REINS OF INNOVATION

We have seen in the previous chapter how new powers and social, technological and economic trends are changing the business world. The future is uncertain, but full of possibilities.

Fortunately, anxious business competition is finally giving in to action, as shown by the GE Global Innovation Barometer 2014 – *‘Insight on Disruption, Collaboration and the Future of Work’*, which surveyed executives from 26 different countries. Many admitted they were still searching for a perfect business model. Yet most are determined to take over the reins of innovation in their firm – seeking new talents, partners and technologies.

In fact, two-thirds of the business executives questioned believe they need to encourage creative behaviour among their employees, so that all can find solutions together. A revolution in internal processes must be undertaken. Companies must transform themselves from within.

Bringing down walls

In this around-the-clock evolving marketplace, non-flexible, hierarchical, closed work organisation won't succeed at managing talents, allocating resources, developing strategies or winning products. So, they are bringing down walls and structures, bureaucracies, encouraging employees to work together.

Collaboration is the key to the future. *‘It is the only way for companies and professionals to survive in an ever changing world, of intense competition, which calls for a constant renewal of ideas’*, says professor Gary Hamel in an interview for the magazine *Exame Brazil*, speaking of his latest book *‘What Matters Now’*.

This means you have to practice proactivity and develop the habit of coming up with new paths and solutions together, instead of pointing out problems. This means reinventing your business culture and innovation models.

A vision for the future

From our experience in Exago, we believe that companies ensuring their tomorrow are those in which:

- // Everyone is passionate about contributing to the leadership agenda
- // Everyone has visibility over the most urgent business challenges, as well as those strategic
- // The combination of challenges sum up to a higher, well communicated corporate purpose
- // Contributing to the innovation agenda is something on top of the job description, but it is done seamlessly and effortlessly
- // Everyone's contribution is captured and valued: from insights, ideas, value-added comments, decisions and execution
- // Applying innovation tools and methods to solve day-to-day business challenges is the way of working, and not an asynchronous exercise
- // Collaboration is enabled by technology and a value frame that incentivises sharing of knowledge and experience
- // Everyone truly believes they can make a difference in the definition of the future of the organisation and in the way the company is set to differentiate and grow.

Leading companies worldwide have now realised that they can't outsource all the thinking to leadership and external consultants. That workforce engagement powers direction and guidance. So you need to ask yourself, 'How do I want to tap into the collective intelligence of my people to solve our most pressing business challenges?':

- // Through an **initiative** where I can put my organisation and stakeholders to the test and capture their insights and ideas around a specific challenge
- // Through a **programme** where I will create a sustained internal innovation engine that can be continuously used to solve business and strategy challenges
- // By building a long-lasting **capability** where every employee is an innovation agent equipped with the tools and methods to solve any challenge – from day-to-day to strategic challenges?

Exago's Transformation Model

INITIATIVE

- o Engage employees and stakeholders around a very specific, time-bounded initiative

PROGRAMME

- o Sustained innovation process
- o Raise engagement levels
- o Global cost / revenue led innovation programmes
- o Create 'one' culture, lowering divisional barriers and silos
- o Align employee and stakeholders around my business strategy
- o Bringing collaboration to the core

CAPABILITY

- o Embed new corporate behaviours
- o Create an innovation culture
- o Embed innovation as a core competence of the organisation

Bottom line is that your organisation has been underusing a valuable asset – one that is critical to deliver continuous differentiation. It's your role as managers and leaders to understand how mature is your organisation and to find ways to evolve it to the next level.

2. THE POWER OF COLLECTIVE INTELLIGENCE

Companies with the most engaged employees tend to have a larger profit margin. Gallup, a global management performance consulting company, also noted that the higher the engagement of all workforce, the greater the earning per share in companies in the stock market.

Engagement is the fuel to sustain value creation. Exago's management innovation solutions are based precisely on expert services and on a software platform that engages collective intelligence to solve key business challenges. From costs reduction through to the promotion of a culture of transformation and the incorporation of skills, we help companies achieve real results.

Large companies from 19 countries and a wide range of industries have been successfully using our solutions. Let's consider just two examples:

a) A market where everyone generates ideas

A reference in innovation in Brazil from its beginning, Fleury Group is the largest group of clinical analysis in Latin America, with more than 10,000 employees currently. Looking to the future, the group embraced the challenge of developing a culture of innovation among all employees, promoting organisational creativity and harnessing the collective intelligence of the company.

In 2011, to further improve its innovation programme, the group introduced the 'Central de Ideias' ('Idea Market'), an Exago solution capable of unlocking the innovation potential of Fleury's staff. This platform works like a social corporative network, where all employees can participate, not only gathering their ideas, but also evaluating and improving them.

Similar to a stock market, participants in this platform can use a virtual currency – the 'inove' – to invest in ideas that, as they rise in value, pass on to the next evaluation phase. Consequently, everyone and anyone can contribute with ideas, debate other participants' suggestions, and invest in the ideas they believe are the best.

Due to gamification mechanisms and to a plan of incentives and prizes, employees are motivated to participate over time. Their own value and the company's increases. Predictive market models ensure transparency in decisions and make sure the best decisions are taken, increasing the system's credibility.

Within a year, the results overtook even the most ambitious targets:

Ideas submitted: escalating from 1,809, in 2011, to 7,269, in 2012, when the new model was implemented (an increase of more than 400%)

Ideas approved: more than doubling, from 443 to 946

Ideas implemented: increasing from 225 to 300. In just over two years, more than 900 were implemented

Participation: growing from 712 to 3,309 people (15 months after implementing and disseminating Exago's model, more than 70% of Fleury's staff had actively joined in).

In the beginning of 2014, more than 6,800 participants were active and interconnected. Within little more than two years, more than 900 ideas were implemented, generating millions in value. More efficient, sustainable, environment-friendly processes also resulted from the ideas suggested in the platform, reducing operation costs.

Above all, the model allows not only the creation of value, but also the growth of

motivation among employees. They feel acknowledged, having a say on the decision-making process and on the company's future.

This model is also a tool for the detection and retention of talent: some of Fleury's employees were invited to join management teams facing new challenges as a result of their active participation and value amplification in the innovation process.

b) Cross-countries successful innovation initiatives

Endesa, the largest electric company in Spain, is determined to invest in the search for new ways of acting and responding to questions regarding the environment and its developed market. To achieve that, the group is seeking to get its nearly 22,000 employees all over Spain, Brazil, Chile, Peru, Argentina and Colombia involved in a set of challenges that will determine the industry's leaders.

From April 2012 onwards, by using an Exago solution, mass participation of employees in the identification of innovative solutions became possible. Within a year and a half, 47 innovation challenges had been proposed to the company's employees; by December 2012, nearly 2,000 ideas were submitted in the platform, 247 of which were approved and their implementation considered.

The results of the use of Exago's model were so encouraging that, in the beginning of 2014, it was extended to the whole Enel universe (owner of Endesa). The group has 71,000 employees in over 30 countries.

3. TRAINING AN INTERNAL ARMY OF INNOVATORS

Since you've not been given an army of trained consultants, you need to find creative ways to build your own. Ongoing training programmes that 'produce' innovation practitioners is one way to go.

Over time, you'll gather a constituency ready to support you in your efforts, especially if you have this contribution codified into each individual's performance evaluation targets. Spread your advocates strategically across branches, with different levels of innovation proficiency and sharing a commitment to this cause.

Within this framework, we planned and developed a specific set of products that increase the initiatives' success, improving the quality of their content, speeding profit and reducing the risks of different opportunities. We call this programme the '*Innovation Sigma*', for it enables people to innovate.

a) Four levels of proficiency

To ensure that the collaborators involved become proficient and use a common innovation language throughout the organisation, with '*Innovation Sigma*' we developed a specific model of skill acquisition and performance. It differentiates collaborators on a four-level scale, specifically:

Practitioner | Advanced | Expert | Master

This model involves all organisation's members in the process, allowing them to develop innovation skills progressively before advancing to the next level. Each level has a specific curriculum with a hands-on approach of 'learn by doing'. Trainees can apply concepts and tools to resolve real business problems and challenges, according to their level, as this picture shows:



‘*Innovation Sigma*’ uses a business strategy as an anchor for all activities, posing specific strategic challenges to produce incremental or disruptive solutions, matching the proficiency level.

b) The framework

The framework consists of innovation tools and methods to generate and implement solutions addressing a given goal. It has five main phases, each one with the aim of generating specific content that develops a sequential flow in the process.



c) A complete innovation toolkit

For each phase of the ‘*Innovation Sigma*’ framework mentioned above, we designed a set of tools to generate specific content that strengthens the innovation process. This toolkit structure is organised around 43 tools, among others:

- 1. Exploration:** detect potential problems/opportunities; search for knowledge ‘outside the box’ to gain fresh perspectives; select and structure the proposed challenges and insights;
- 2. Ideation:** incentivise creativity; idea filtering;
- 3. Acceleration:** integrate and cluster ideas; structure and enhance; identify variables for testing; concept pitch; concept potential (go/ no-go);
- 4. Validation:** test/ experiment; gather “feedback”;
- 5. Operationalisation:** planning; analysis; management and follow up; evaluation.

Whatever the programme you adopt, what’s important is that you create a homogeneous system, throughout your organisation: with a portfolio of offline tools, methods and processes that allow trained individuals to push innovation further.

Continuous innovation. Permanent training of tomorrow's leaders, with tutorial programmes that impart leadership skills. Use of new technologies to increase the connection of members and teams, making them more flexible and improving their productivity. Inclusive and varied workplaces, where everyone is motivated to share their ideas and experience.

This is our view on twenty-first century organisation. One that 'Innovation Sigma' and idea management solutions help to build.

CONCLUSION

THE NEW THRESHOLD OF CORPORATE EVOLUTION

First, technological revolutions changed operating models. Next day, reorganised business models. The third wave is now forcing management models to evolve. Tomorrow's success stories will be those of companies whose DNA and best practices enable them to transform their different industries, allocate resources rationally, and attract and retain talent – as innovation guru Gary Hamel explains.

However, innovation in working method seems to be stuck in conventional routines. Executives blame their companies' structures for this, but don't let go of risk aversion themselves.

To live up to the future, you must focus on rethinking processes and management principles which in the long run ensure more qualified boards and the creation of sustainable competitive advantages – based on collective intelligence, knowledge aggregation and mobilisation, and on the creative skills of employees trained in innovation.

Support and strong commitment of CEOs and executive leaders certainly play a key role in making processes deliver and move forward. But, just as important is the understanding that all must have a role in innovation, which is not the responsibility of a single person.

Any company can reinvent itself. This process doesn't depend on unachievable and costly resources, but on your company's most valuable asset – your people. People who are called to actively engage in this process, in a permanent and widespread way.

Progress is born out of revolution. And such revolution depends upon accepting change as a paradigm, uniting and motivating your employees by common purposes, to grasp opportunities and assure your company's position in the future.

exago.com

LISBOA

RUA LUCIANO CORDEIRO, 123 – 5.º ESQ.
1050-139 LISBON, PORTUGAL
+351 210 997 443

LONDON

26 CADOGAN SQUARE 3RD FLOOR
LONDON SW1X 0JP, UNITED KINGDOM
+44 20 371 4 0723

SÃO PAULO

R. CINCINATO BRAGA, 43 4
01333-010 – SÃO PAULO – SP, BRASIL
+55 (11) 3340-3333

exago.com | sales@exago.com



exago INNOVATION
COMES
TOGETHER