

MOBILIZING MINDS

Creating Wealth From Talent in the 21st Century Organization

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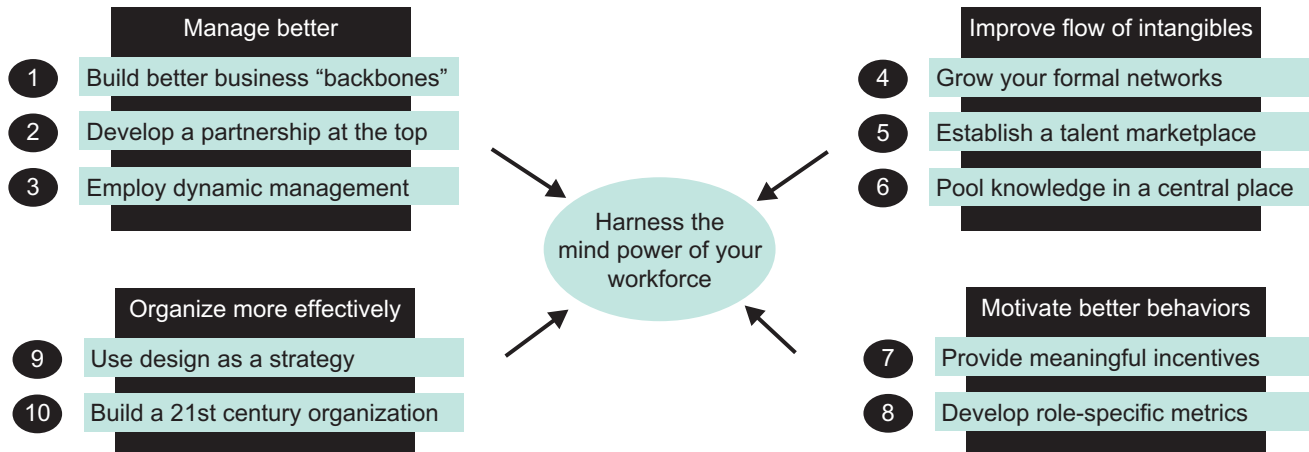
The Web site for this book is at www.mckinsey.com/ideas/books/Mobilizing/index.asp.

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MAIN IDEA

Your existing workforce is the key to growing your business – not your technology, your systems or any of your other assets. To generate some real growth, find new and better ways to tap the underutilized talents, know-how and skills of your people. The central theme of your corporate strategy should be to redesign your organization so you can better mobilize the mind power of the people who already work for your organization. Dissolve all the barriers which have traditionally stopped this from happening and you will unleash some vast sources of new wealth.

To design an organization that can better capture the commercial opportunities of the 21st century:



“We believe that opportunities to create better organizations have never been greater. At stake are the opportunities to increase profit per employee and to increase the number of employees who can work profitably together. For a large company, the value of doing so can literally be in the tens of billions of dollars of increased market value. We believe that most companies will find it exceptionally rewarding to invest in designing and building organizations that better fit the digital age. Such an investment will usually represent the highest returns, relative to the costs and risks, as compared to almost any alternative investment. This is because high returns can be earned without making significant new investments of labor or capital.”

– Lowell Bryan and Claudia Joyce

Manage better Pages 2 - 3

The most successful organizations of the 21st century will be better managed than their 20th century predecessors. They will remove complexity from their management structures by better distributing decision making authority. They will also combine best practices seamlessly to create a partnership at the top rather than a dictatorship. They will also be managed dynamically so they can seize upon emerging opportunities rather than statically or rigidly.

Improve flow of intangibles Pages 4 - 5

In the marketplace of the 21st century, companies will need to harness all their intangibles and more if they are to excel. As the digital age becomes further and more entrenched, it will become increasingly important to encourage the mobilization of the mind power of workforces. The best way to facilitate this is to establish formal networks, to grow internal talent marketplaces from which talent can be drawn as required and to establish a knowledge marketplace where knowledge creators and knowledge seekers can find each other. The emphasis here is to remove the complexities which impede conventional organizations.

Motivate better behaviors Page 6

Instead of focusing on producing accounting earnings, the most successful organizations of the 21st century will focus instead on increasing their economic returns from intangibles. To genuinely measure this, measures of mutual rather than individual accountability are required. New measures and performance evaluation systems which are better aligned with this ideal will also be required.

Organize more effectively Pages 7 - 8

Instead of being an afterthought, organizational design can and should be a source of competitive advantage for 21st century firms. If companies put the same amount of thought and energy into designing their own organizations that has historically been devoted to designing new products, coming up with new production processes or their entry into new markets, impressive returns can be generated.

