KNOWLEDGE LEADERSHIP: THE FUTURE OF MANAGEMENT**
(Assume that Management Futures are the same for profits, nonprofits and government)

Knowledge leadership requires managers to change the way they think and act. The days of not telling employees anything and not expecting them to be thoroughly involved in everyday decision-making are long gone. Continuous learning by the whole organization creates a human capital investment that pays off in many ways -- anything less limits effectiveness.

Currently, the only thing on which all managers can rely is that change is continuous and unrelenting. Gary Hamel's book, "The Future of Management"** is all about transformative principles, practices and processes. Ed Lawler and Chris Worley's recent work "Built to Change"** is all about how to reframe and orchestrate change readiness in organizations of the future. Both of these works outline the industry dynamics that will create a new knowledge management model for future generations.

Both of these books suggest that innovation strategies are keys to being adaptive and to opening up new possibilities for growth. Existing management systems often suffocate innovations because they do not fit into the accepted routines.   Gate-keepers like this should not be allowed to stifle innovation, collaboration and creativity in the name of controls. Governing groups, councils and boards need to anticipate and plan for rapid and continuous change. Only leaders can open up fresh possibilities.

In the future, the management functions of planning, organizing, controlling, staffing, coordinating, directing and resource allocating will shift from top and middle management to the fringe of the organization and become every person's responsibility.   It will take knowledge and training to do this.

Every type of organization including manufacturing, retail, service, community support systems and every human service sector must learn to think differently. Everyone connected with organizations that plan to stay viable in the future must be deeply committed to continuous growth and change. This does not mean once a year training program. It means a daily learning focus on every job and it requires co-designing skills. Every employee is expected to be improving work systems.

Agility and readiness for growth and change are the dimensions that must become the end-state or natural condition of the healthy and balanced organization of the future.   Employee and team development are essential to learn the skills and achieve the ability to be change ready. For this to become a reality, the organization must genuinely support those who are willing to invest their own personal time in design and development of innovative consumer systems for the organization.

Councils and Boards that do long-term strategic thinking and visioning need to be using this new knowledge leadership approach. The organization needs to become leader-ful. It helps others move forward by encouraging and supporting experimentation. Governing groups need to regularly take the time to identify priorities, invest in pilot programs and support creative service project development.

PRINCIPLES OF INNOVATIVE MANAGEMENT SYSTEMS IN THE FUTURE
1) **Hierarchy and false dichotomies are out!**
- Focus attention on team collaboration and collective wisdom, not on top down decisions. Emphasis is on creating new capacities for innovation through learning.
- Ideas of top/bottom, black/white, Unit A/Unit B, right/wrong cause negative competition, waste energy and resources and allow outside competitors to advance while we waste energy in these unproductive struggles. Reframe all negative cul-de-sacs to positive.
- Engage the whole enterprise as a learning organization and continuously reinforce it.

2) **Dialogue Circles, learning teams and holistic thinking are in!**
   - Expect to involve the whole organization and its stakeholders, including individuals, consumers, partners and Project Teams in learning how to dialogue and hold space open until new ideas can be worked through and effective decisions can be made.
   - Allow time for reinforcing collaborative relationships and for new identities to form.

3) **Recognize that change is continuous and no quick fix exists! Emergence is the term given to conditions that are continually emerging and evolving. Designing systems around the realities of emergence on a daily basis are essential for long-term success.**
   - Focus attention on everyone continuously sensing what is impacting consumers, the laws and regulations, environment and other emerging realities that cause change.
   - Expect the whole organization is continuously ready to innovate and respond positively around changes and to create new Opportunities For Improvement (OFIs)

4) **Leader-ful organizations will use the latest neuroscience knowledge and concepts to establish a positive framework for continuous learning. They can do this by adopting the following principles for establishing knowledge leadership:**
   a) **Whatever you pay attention to, -- GROWS! (so, pay attention to your attention patterns, -- keep them positive for a healthy self, team and organization. If they become negative – REFRAME as positive!)**
   b) **Emerging expectations filter and shape our perceptual realities! So, set expectations that are positive, adaptive and clear. Make them flexible so they can change as conditions shift and new environmental forces evolve.**
   c) **Reinforce positive attention patterns and recognize groups that live up to the new expectations in order to help them create a shared identity and bond.**

LEARNING PROCESSES TO FACILITATE GROWTH AND CHANGE

The first step in the process is to focus attention on learning throughout the whole organization. It is focused on consumers/customers first. We demonstrate how much we value the consumer when we put their needs, interests, hopes and dreams at the forefront of the design process. Focus on these customer elements should drive the design of consumer service and customer satisfaction systems.

As we begin to design consumer-responsive systems, we add a corollary for management to really consider. Every organization has both internal and external customers. If we also put employee learning up front, we truly demonstrate how much the organization values their contributions. We all need to remember that putting staff/professionals first means they in turn will put their customers first.

We invite board, council and staff volunteers to help in the design of systems and processes by first thinking about and identifying the higher purpose, value or belief that drives them to contribute. Then we ask people to identify their own initiatives about which they are passionate and for which they are also willing to take responsibility. When we have those factors identified, we can begin to structure new attention patterns that lead to accomplishing work-plans. In human services, this means we can possibly match an individual's passions and responsibilities with outcome expectations in the plan.

Several process dimensions to which everyone will need to adapt in the future are:

ACCOMMODATION + AGILITY
Individual resilience and team readiness for change requires continuous adapt-ability by all members of the organization. All need to get ready, be ready, and stay ready for ongoing environmental shifts. This is not a one time or infrequent occurrence. It becomes a lifelong attitude about healthy work life.

DIALOGUE + DREAM
An Appreciative Inquiry builds future capabilities based on strengths, dreams, skills and innovative strategies to achieve success.   Implementing the Dialogue Guidelines can unleash some of these creative skills and allow people time to adjust and adapt. Focus is on deeper, generative learning.

REFRAME OLD + ESTABLISH NEW ATTENTION PATTERNS
Humans thrive on new challenges and tend to get stuck in old routines. Reframing old thinking is a skill that helps achieve new designs. The organization needs to encourage people to pay attention to the emerging realities in the environment. Everyone needs to learn how ideas can be factored into the redesign of operational programs.   Shifting attention patterns provides focus on new directions.

PLAN + PILOT TEST + LEARN + REFRAME AS NEEDED (FOCUS IS ON POSITIVE LEARNING)
Employees first plan it, then test it, learn from the pilot and reframe it whenever necessary. We only implement changes after those closest to the pilot testing experiments actually believe it works.

REINFORCE + RECOGNIZE
A new shared identity emerges from systems of mutual accountability. Recognize and reward both teams and employees who go the extra distance to help the organization create new programs and processes. Nothing will help people make more progress than full and unconditional support.

PRACTICES TO FACILITATE A RESILIENT/ADAPTIVE SYSTEM
- Implement new attention structures and patterns that focus energy on new sets of outcomes:
  - Pay Attention to your attention patterns and focus on what you want to achieve.
  - Start paying attention to consumers first to identify the needs that drive system design.
  - Set new expectations. Expect everyone to continuously be adapt-able/change ready
  - Focus on creating a new group identity based on collaboration among partners
  - Create internal and external "rolling structures" that evolve as conditions change.
- Gradually shift the information and power balance to individuals, groups and project teams
- Eliminate gatekeepers and specialties that can be handled by the larger work team
- Identify mutual advocacy goals and implement them with shared or blended staffing patterns.
- Reinforce accountability of Project Teams by designing group recognition and reward systems.
- **Invite volunteers to identify their learning needs, work interests and passions,**
- **Encourage acceptance of responsibilities and commitment to an advocacy action plan.**

PREPARATION FOR THE FUTURE: DEVELOPING FLEX-ABILITIES
- Develop – Develop – Develop knowledge and skills to be adapt-able for continuous change
- Change your thinking and re-frame problems and conflicts into positive goals to be achieved.
- Expand relationships and trust in every way possible. Flex-ability requires extreme supports.
- Share common ground and co-create a shared vision. Let it grow and unfold naturally.
- Information provides the chemistry that generates new energy for future growth. Share it.
- Create transparent systems and share information with everyone all the time to build trust.
- As shared identity grows, keep it growing by designing adaptive systems and structures that positively reinforce community and customer satisfaction. Pilot – Pilot – Pilot!
- Whole systems engagement. Get the "whole system in the room" and invite them to partner and collaborate on specific learning goals and objectives. Knowledge becomes a lifestyle.
- Involve everyone in learning, re-framing and accommodating each other so that together we strengthen the whole system and network. In this way we magnify and increase our capacities to serve. Knowledge leadership requires that the whole organization is engaged in learning.