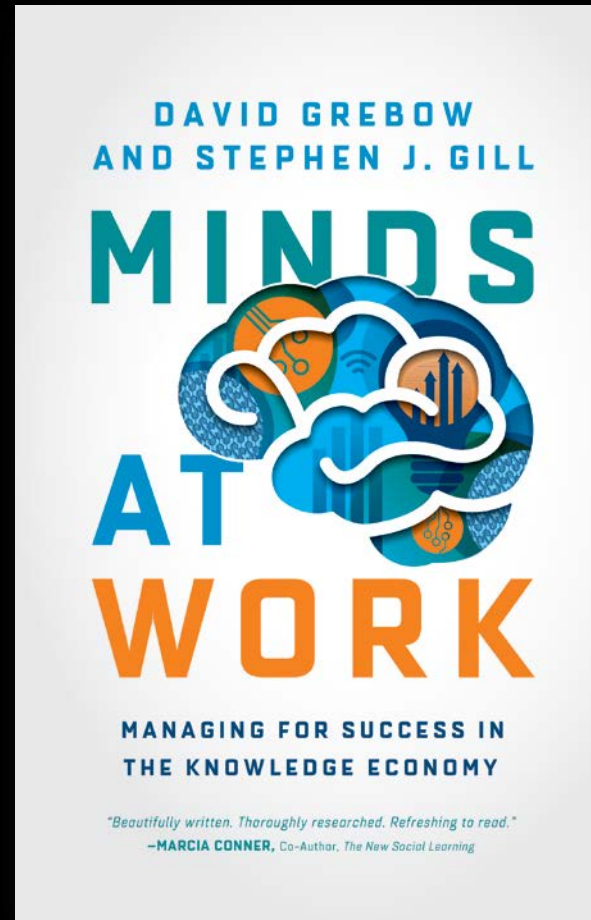


MINDS AT WORK
Managing for
Success in the
Knowledge Economy

Presenter:
David Grebow



Julie's Question

“What will happen to the L&D
people I manage in the
future?”

A Tale of Two Management Models

Industrial Revolution



- Started the 18th century
- Focus on producing things
- Need to manage hands
- Lots of regulation
- Not confined to manufacturing

Knowledge Revolution



- Started around 1980
- Focus on producing data
- Need to manage minds
- Hardly any regulation
- Not confined to high-tech

Managing Hands

Managing Minds

Command-and-Control



Collaborate and Communicate

Knowledge Is Power



Sharing Knowledge Is Power

Office Spaces



Learning Spaces

Siloed/Secretive



Open/Transparent

Training Is Pushed



Learning Is Pulled

Managing Hands

Managing Minds

Command-and-Control



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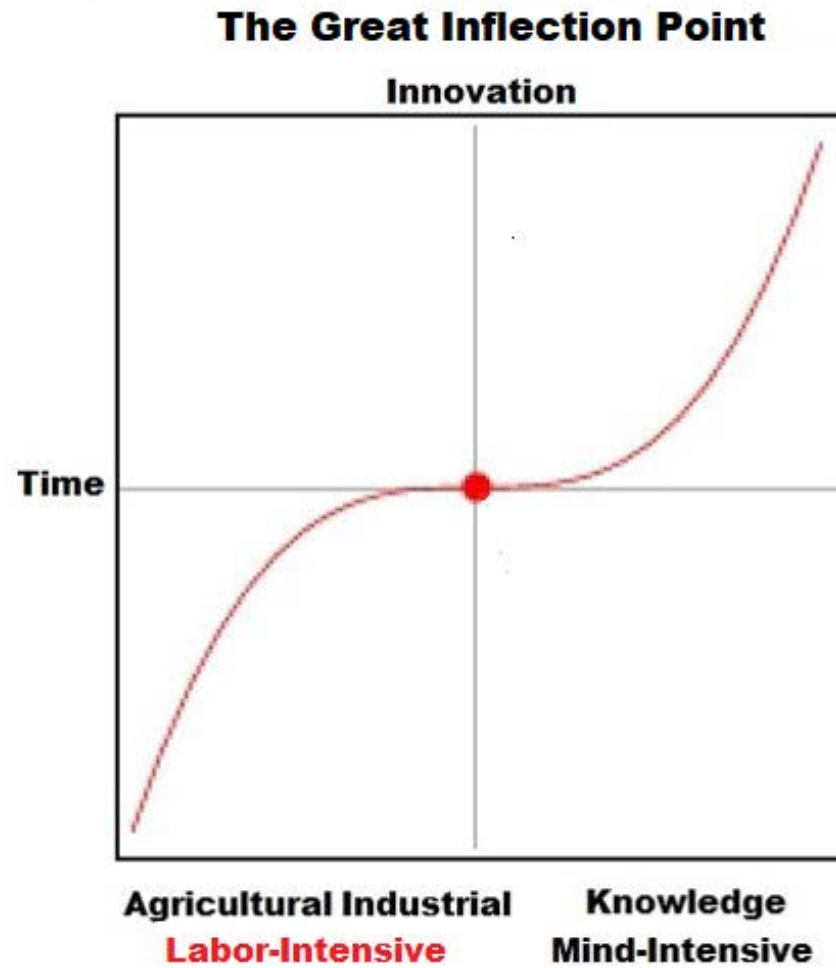
Training Is Pushed



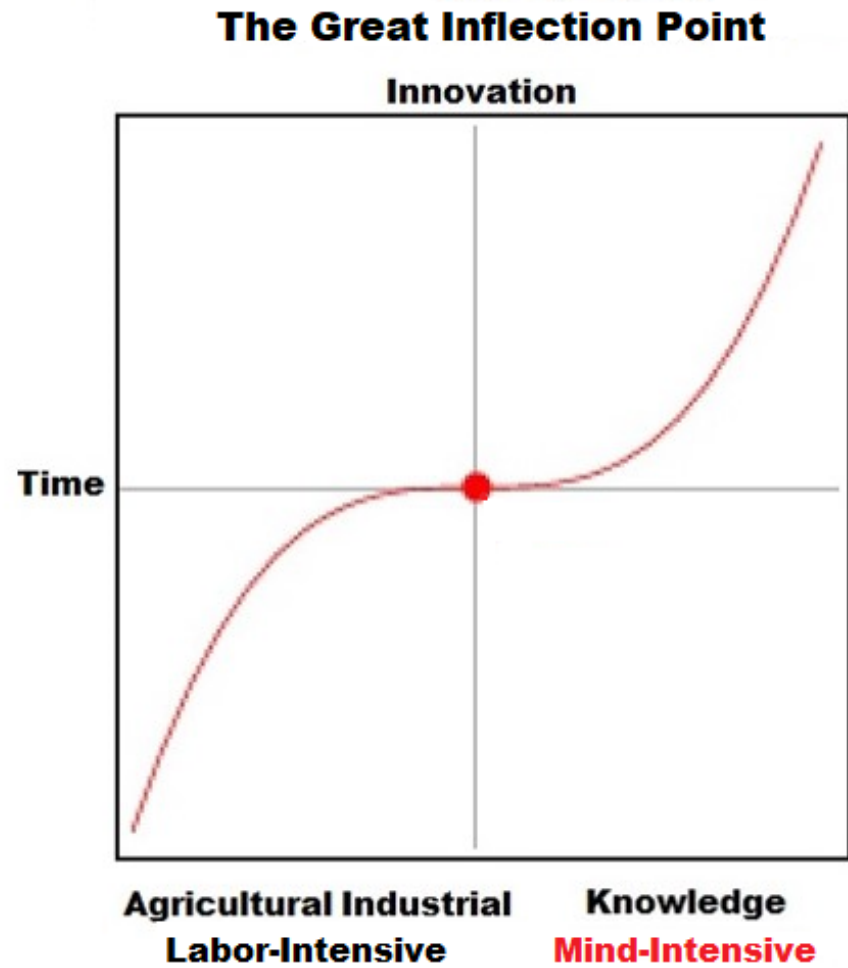
Learning Is Pulled



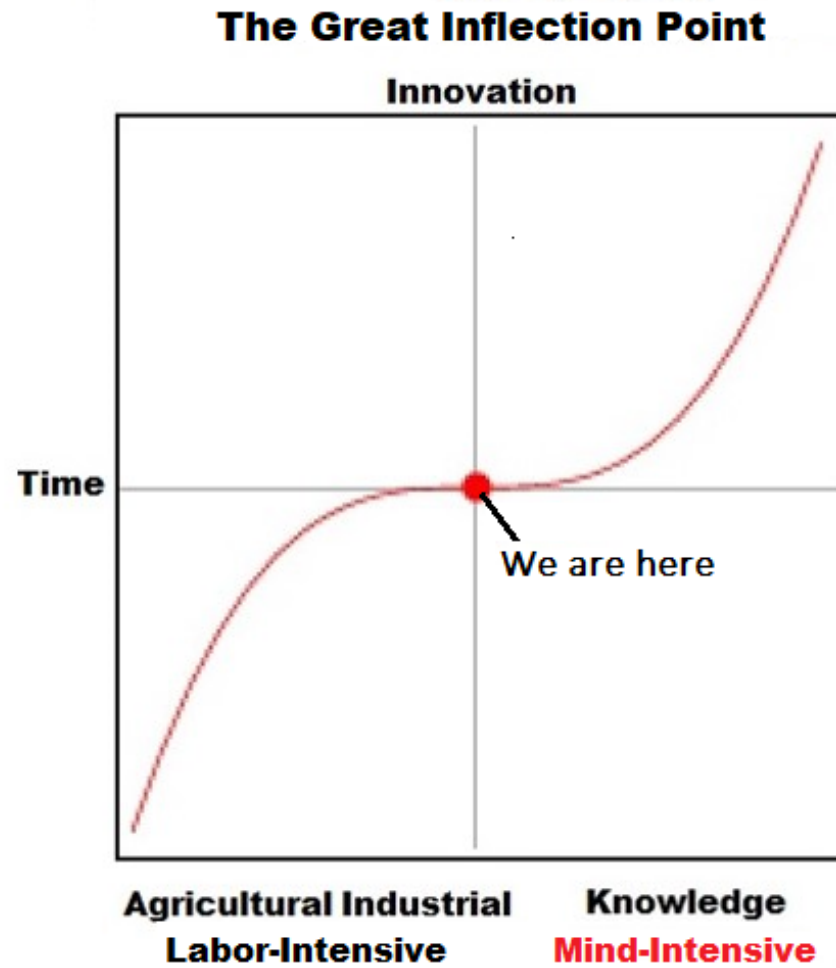
The Great Inflection Point



The Great Inflection Point

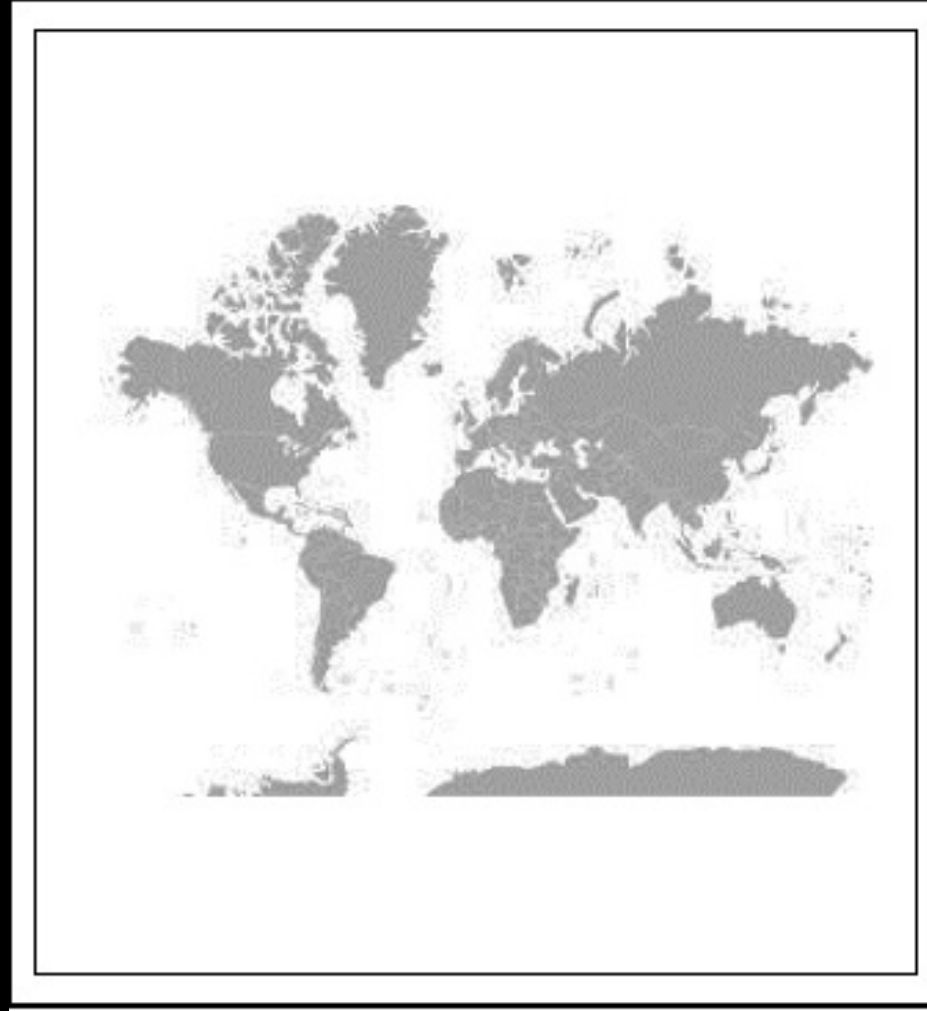


The Great Inflection Point



Global Forces Driving the Change

1. Technology
2. Automation
3. Artificial Intelligence
4. Globalization



Some of the Leading Edge Companies

Zingerman's[®]
community of businesses



Google

SEMCO
PARTNERS



nearsoft
an indecomm company



- UK's biggest multi-channel broadcasting company
- CEO Darren Childs
 - Increased market share from 4% - 10%
 - Doubled value in less than 10 years



- Office space nomads
- Technology = flexibility
- Radical transparency
- Weekly town hall meetings
- The Black Box



- The values: Create, Learn, Influence, Challenge
- Recruit and award for values
- Learning is at the center of everything



“The command-and-control structure belongs to the industrial age. In the digital age we are living in, those structures have become outdated.

As the digital age requires creativity, we need to do everything we can to build our organizations around creativity.”

Darren Childs, CEO



- FAVI in Hallencourt is a manufacturer and supplier of high-quality technical parts
- Former CEO Jean-François Zobrist
- Began to radically change the way the company operated in 1983
 - Lowered turnover to almost zero
 - Significantly improved operational performance
 - Produced a solid 20 percent net cash flow



- Started with small changes:
 - Removing the time-clock system
 - Unlocking all storage rooms, cabinets, and cupboards
 - Making the beverages in the vending machines free for all employees



- Communicate-and-collaborate approach
- Open, transparent management
- Full participation of all employees
- Sharing learning became the key to each job



“I was dreaming of a company where the worker would become the operator. A place where operators would be able to organize themselves, adjust machines themselves and auto-control themselves.

At that time, we were only demanding hands and muscles from our employees. I was dreaming of a place where everyone could use his brain and his heart.”

Former CEO Jean-François Zobrist



- Founded in 2007 by Matt Perez and Roberto Martinez
- More than 200 “Nearsoftians” in Mexico, San Jose, CA, and Las Vegas, NV
- Enjoying rapid growth and increasing profits



- Emphasis on freedom - very few rules
- No need for managers
- Rely on a set of five core values: leadership, commitment, teamwork, long-term relationships, and being smart and getting things done
- Learning is at the center of everything they do



“When a person or team wants to experiment with something new, and there is enough internal support, they are completely free to give it a try. And if an experiment fails? No problem.

All lessons learned and new information are viewed positively.”

Matt Perez, Founder



- The original managing minds company in Sao Paulo, Brazil
- Originally Semco Group, a centrifuge manufacturer
- Former CEO Ricardo Stemler
- Harvard University MBA
- Started asking “Why?” in 1980



- In the first 10 years
 - 500 percent growth in profits
 - 600 percent growth in revenues
 - 700 percent increase in productivity
 - Employee turnover plummeted to 2 percent
 - Sales in excess of \$400 million



“Just stop everything and try doing something else, trusting that it will be okay—and much better than what you’re doing simply because you’re stuck in an existing process.”


Former CEO Ricardo Stemler

Now, the means of production are in
the minds of the people doing the work

“The future is already here – it's just not evenly distributed.”

William Gibson



A conceptual image featuring a person's face in the center, looking upwards. The face is surrounded by a dense collage of various images and text, including a clock, a globe, a butterfly, a sunflower, a hand holding a pen, and various abstract patterns. The overall theme is the management or influence of the human mind.

In the future, all
companies will be
managing minds

What does it
mean
for you?



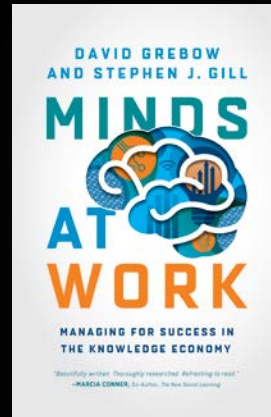
“I develop courses for
classroom and online training.”

“I help people learn
what they need to learn.”

Julie's Answer

“In the future of L&D will be more important than ever.”

Thank You!



www.td.org/books/minds-at-work

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