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COLLABORATIVE ENTERPRISE MAGAZINE

EN

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07

**MANAGEMENT :
CROSS,
SELF,
CONTENT**

ENGLISH VERSION

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07

MANAGEMENT: CROSS, SELF, CONTENT

The seventh Magazine explores the changing dynamics that rule the Management universe. It is a three-act tale of how interactions between different worlds, a trend to coordinated self-organisation, and a focus on leveraging content in business offerings represent three dimensions along which collaborative enterprises develop. All this is then filtered through the insights into the fourth dimension – time – garnered during the Timescapes event.

CREDITS

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INDEX

WHY

MANAGEMENT.
MIND THE EXPIRY DATE.

In what way can Managers redesign "responsive" visions, models, processes, tools and futures to (re)shape their own business? In an environment with unpredictable connections of cause-and-effect between economic systems increasingly porous on a global scale and with limits and paradoxes to manage everyday, how can you go back to producing value? In a question: how can the Manager accompany the transformation "of their business" starting from themselves and from their area of influence?

Today Managers must have great experience, not to confirm what they can do and what results they have gained over time, but on the contrary, in the name of this "experience", they must have a complete and systemic vision of what they have seen, done and achieved till today. Only in this way will they know with clarity what they can afford to throw away, labelling with 'EXPIRED' the no longer valid stories, tools and strategies.

Today, attitudes, behaviours, roles, methods and tools are not repeatable, they are not recyclable because the fluid, hybrid and unpredictable market scenario has not destroyed, but "deflated" many aspects of being a Manager. The Managers of today must re-invent themselves to the point of no longer feeling like Managers, but instead an inventor and experimenter of their own professional existence.

Today, the characteristic that a Manager should seek and recognise as a competence, is the ability to successfully manage ambiguity. Because it is only in this way that they can manage the unknown and be able to define what could be a strategy or an element of success and know how to communicate this to their people, to their companies, to their investors. To do so, they must "collaborate", and foster the collaboration between people, knowledge, disciplines and different parts of the organisation. These skills are needed to address the difficulty of predicting short-term or long-term economic trends, market movements and demands that government agencies in Europe will pose to businesses. Let us not forget this important aspect, and also the dramatic cultural and behavioural transformation that every individual in this technological age is living in. In such an unpredictable landscape, to foster success, we require the aforementioned leadership styles and skills, that are markedly different from those that characterised the years when the economy was more stable. In short Managers must be elastic in order to manage the stages of rupture and change, and also flexible to adapt their strategies in rapidly changing situations. Businesses today have realised that selection, hiring, promoting and retaining executives with these rare qualities is not just a luxury, but it is becoming more and more a matter of survival.

Today a Manager must risk again to "bring home" the challenges to which they are called to respond to. Let me point out what, in my opinion, are the priorities upon which we have built the foundation of this issue.

1) ABANDON THE ALIBIS, MAKE AN APPOINTMENT WITH TIME (TIMESCAPES)

The predicament I hear most of often is "there is no time" or "there is only time to handle the emergencies of the day." Change has always been there but it has never been so easy. We have already said, there is

Cristina Favini
Strategist &
Manager of Design Logotel

the need for Managers to abandon their alibis and to make an appointment with time to think, reflect, plan and do. A time not passively accepted, but recognized and experienced as a significant partner. It is necessary to stop working only for deadlines and make an appointment with time to design the present and also the future as well as "moments" to give shape to a time of synthesis, "of order", where our best energies to reflect and think work together. The challenge is to imagine alternative projects and build a narrative that effectively engages everyone in the production of the collective value of the company. If the first Urgency with the capital letter U is time, the second is to stop working on tasks but instead work on projects. The context demands us for new answers to historical questions and today the solution lays in the ability to "design projects" that bring together people, competences and different dimensions. Working on projects means working by defining the contexts and perimeters of the new directions that accompany the transformation of our businesses. In our special section of this issue, we report on the ideas that emerged during the Timescapes event held during the Milano Design Week 2014.

2) PRODUCE FLEXIBLE ENVIRONMENTS, PEOPLE AND ORGANIZATIONS.
CREATE "BRIDGES" BETWEEN PROJECTS (CROSS)

If in the era of "pyramid organizations" tasks were cut with an ax, in today's society the boundaries are more fluid and the prize goes to those who know how to cross them. If in the past roles and organizations were equipped with a high degree of permanence and specialization, today, the uncertainty and the continuous changes require a constant effort to adapt.

Today, Managers must "produce flexible environments and people" able to adapt to unexpected changes and able to collaborate with diverse points of view. To intersect and grasp the "outside" and bring it inside. To force the boundaries that the organization imposes. "To design new pathways, processes, perimeters, to get invaded to invade", this is the phrase that one of my Clients uses to go against the specialisations of business functions.

Innovation is for those who can cross people, disciplines, perspectives, tools, and different channels and open up to encounters inside and outside their company. All with discipline, will and determination.

It does not just happen, it has to be made happen. You must re-draw the internal and external boundaries of the organization, in order to build new networks of purpose and value.

3) RETURN TO DEVELOP CONTENT

The Manager today, we believe, should be more of an artisan, entrepreneur, maker, designer... roles that have in common the ability to design not only the WHY and the WHAT but also the HOW, to accompany a project to the end. Nowadays increasingly, thinking and know-how are intimately related. The Manager must return to designing valuable content, upstream and downstream. One of the challenges of organisations is to save contents from the division of labor that leads to progressive loss of meaning and to results that often have no value for the end customer and therefore, do not create "value".

4) ENABLE THE ENVIRONMENT TO SYN-CHRONISE *ME* WITH *WE*

Real transformations happen when our people change, grow together, share their best times with us and with their colleagues involved in the same "project". One of the challenges for Managers is to create spaces of confrontation, both physical and digital that can become genuine two-way channels with and among their people.

There are those who create the Labs, those who equip themselves with communities... these are all occasions to create continuous communication vessels between ME and WE, spaces of "thought", information, experimentation, conversation and collaboration. Create containers with different rules, environments and enabling spaces, that create an exchange, which promote sharing, understanding and a sense of participation; foster the self-synchronization of the individual ME towards the collective WE. Let us think of the community: the network of relationships that emerges around the time that people devote to it is qualitatively different from the one resulting from the crossing of agendas. Much more challenging (I mustn't be present with just a piece of me but instead with all of myself), but much more powerful. Exchange between people inside and outside the organization. It's about hybrid social spaces for storytellers and not for passive people.

Please note: Management, as we are accustomed to study and understand it up until now, is about to expire. This issue is just the tip of the iceberg.

I want to thank: Guido Carella who introduced us to the topic of Management with respect to the need for leaders to be increasingly adept and agile in dealing with corporate decisions; Giuliano da Empoli who made us reflect on the transformation of the role of Management, from specialist Managers to humanist Managers; Claudio Ondoli who reiterated how self-Managers must acquire new skills to survive in contemporary enterprises; Enzo Rullani who has explored how Managers must invest in the sharing of meaning by producing meanings, content and shared environments. And finally, many thanks to Nicoletta Bernasconi for her story on the present cross-generation as a Managerial challenge that we live every day.

Just the beginning of an urgent reflection. Enjoy the read.

FOR WHOM

WE NEED "COLLAVORATIVO"
Management

Guido Carella
President of Manageritalia

In the 20th century, Management was the fulcrum of an industrial economy, tasked with bringing about and lending substance to the manufacturing revolution. But do we still need it now? Without a shadow of doubt, yes. In today's knowledge economy, Management and Managers are the lifeblood of an effort that is global in every sense. Because agriculture, industry and services are increasingly interconnected into a single value-creating whole. Because discontinuity, speed and change are products of that continual innovation that bears fruit only through systemic organisation. Because managing now is not about giving orders but facilitating collaboration, making things happen, and giving meaning to them. As we said, Management must be sensational. For everyone knows now that selling drills means selling holes, so the winning approach today is to make the holes into a story, give them meaning, and build the final value around them. Today's Managers must synergise the various techniques, specialisms, disciplines and professional groups, creating that indispensable but always changeable and interchangeable amalgam that pieces together the final puzzle. A puzzle that only the Management can see in the round and can continually oversee, because it cannot be solved by any one specialist skill – except that of orchestrating all the other specialisms. All this while working at the boundaries and continually seeking alternatives and fresh combinations with a new, complete meaning. Managers must get people working and collaborating to best effect to create knowledge and value through full synergy at all levels, within and outside the business. Managerial capability and leadership is all about vision, motivation and "co-working", i.e. working through cooperation. That demands innovation and technology aplenty – including in the way staff are organised, to enhance productivity and wellbeing for companies and people – and the ability to offer meaning.

A dynamic world requires super-flexibility: the ability to evolve by adapting to new realities, backed by the capacity to weather storms by creating safe havens. That is what today's Managers must do. Leadership in this scenario means involving (or rather engaging), guiding and collaborating with knowledge workers – which we all are nowadays – and doing so dynamically. The modern Manager's approach can no longer be authoritarian (as in a parent-child relationship) but must be peer-peer. Leadership among equals does not mean abdicating authority and responsibility, however. In that sense and in this context, leadership has to be managed first from within oneself and then towards the external world and the others. The hyperflexibility required by the current context is the sum of flexibility, ambivalence, agility, resilience and plasticity. In short, if a company, an organization and a team have to behave in this way, it is first the leader who must adopt this mindset. Today, the true leader has to find the strength to live with, or better, ride this dynamic and ever-changing context within themselves. Because only those who can give themselves solid mental and behavioural anchors, concede themselves freedom to risk, innovate and to make mistakes, can then lead those who are around them. The first step is to be that way, the second is to convince the others and the third is to bring them onboard, knowing that they've got in the leader someone they can count on.

It is only this way that real leadership happens. A leadership that today more than ever is about giving people certainty and the strength to act, walking, also and foremost, autonomously but still feeling protected, guided and part of a bigger and more reassuring picture. Managers must nurture dreams and visions, have the courage to take risks, and find new approaches for growth. They must do so by leapfrogging emerging trends to create new ones. By achieving results or, even better, making things happen. So the point of Management and Managers today is to give meaning to people's work, to enterprise, and to the final value exchanged with the customers and all stakeholders. To take action to create something meaningful, add value to it, and ensure that it is embraced and experienced.

MANAGEMENT FAQS

AN IMAGINARY DIALOGUE
ON THE MANAGEMENT SYSTEM'S 3 AXES

Q.
Management. You mean *bosses*, then?

A.
Until recently, yes, we would have been talking about bosses. Things are a little different now. In the complex world we live in today, there is more to Management and Managers than just directing people to achieve goals. Decision-making is no longer the sole province of bosses.

Q.
So what do they do?

A.
In the old days of structures, objectives and resources, the Managers managed processes through tailored tools and dynamics with trackable trends… Although these terms have not completely vanished from the Managerial lexicon, the uncertainty that rules (or deregulates) the world has heavily eroded their value. Now, to paraphrase Yves Morieux, the key part of the Management body is no longer the skeleton but the nerves and synapses.

Q.
Manager-neurologists?

A.
If you like, yes. Like synapses, Managers must be able to connect different parts synergically, perceiving and reacting to the world outside in real time, to keep the whole system adaptable. On today's uneven, uncertain terrain, the rigid structure that ruled yesterday's Managerial world is prone to brittle bone disease. Management that unites and creates connections and cross-fertilisation. It is no coincidence that one of this Magazine's three sections is entitled Cross Management.

Q.
Cross Management?

A.
Just so. Because predictable, linear trends are a thing of the past. Contrary to what Euclidean geometry may tell us, in Management, there is not just one straight line from A to B. Resources, objectives, methods, etc., are fuzzy points. So Managers must put on the right glasses, join up the dots, link and bring together disciplines and people, inputs and outputs, to weave a web of meaning. Focusing means having an overall vision, being able to change horses in midstream, hopping from one connection to another with the poise of a tightrope walker.

Q.

A.

Manager-acrobats, then…

Exactly! While the other two sections are about Self-Management and content Management, two almost inevitable consequences of cross Management.

Q.

A.

Self-Management? Helping people live more efficiently?

Not exactly. By Self-Management, we mean something rather different. We have said that cross Management is a response to the context's growing complexity. And if Managers must be able to operate, to make plans, and to devise effective options where themes, problems and opportunities intersect, then it becomes hard for them to cover every single link in the chain. Given the complexity, delegating is no longer enough. It is essential for Managers to enable their staff to work at each node in the network. Each person is unique and independent and can enable the others as part of a larger system. Self-Management creates new balances and provides new means to manage everyday operations. Every member has new responsibilities but knows that they are never entirely on their own. Thus, mutual support grows, too. It's all about coordinated autonomy. Self-Management creates a new balance and manages with new skills everyday operational activities. In short it increases the amount of power, but spread in a flat manner, not by focusing it in single points of hierarchical gravity.
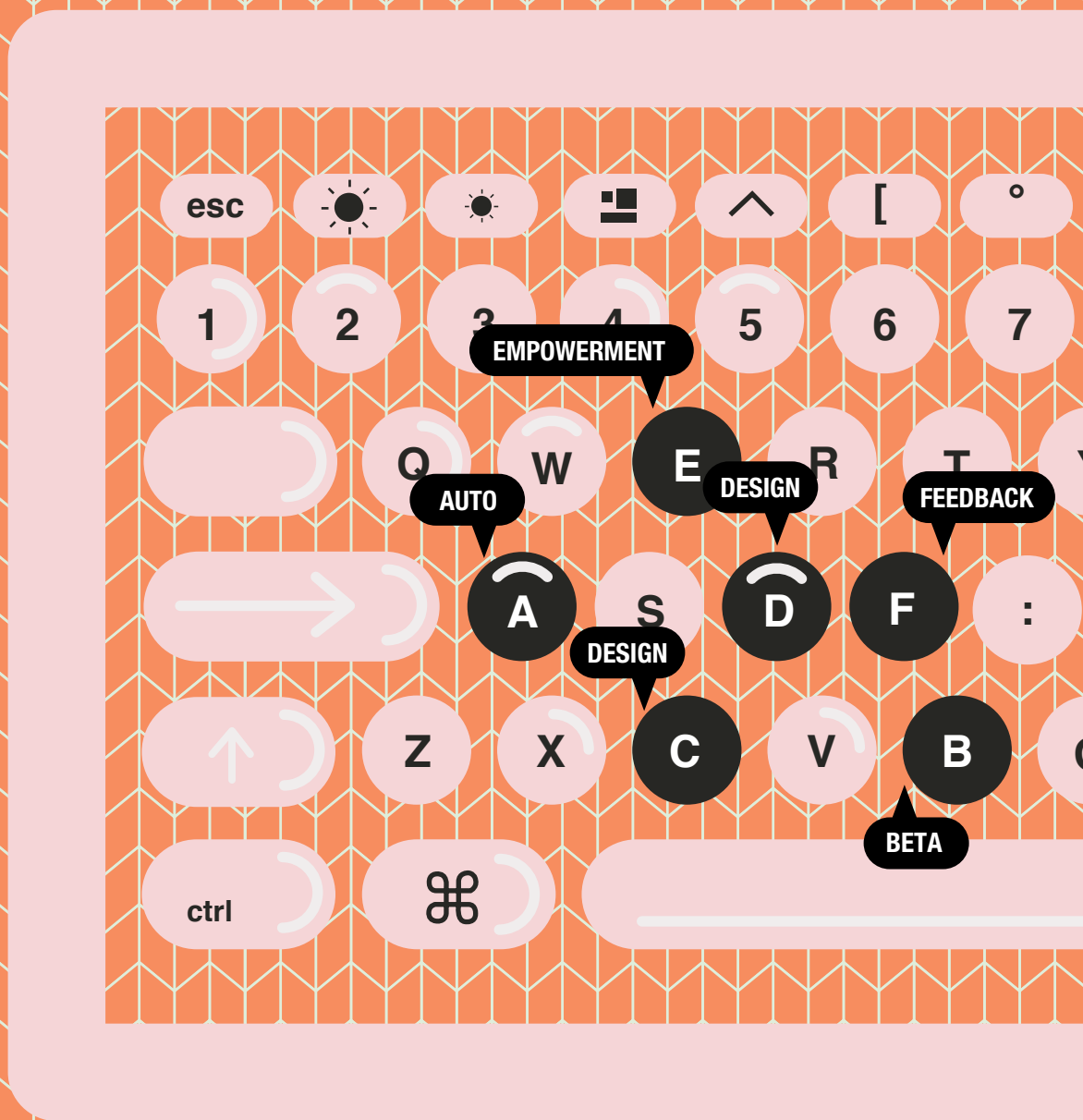
Q.

A.

Where does content come in?

Content is the result of the entire process of change. The synergic connections in Cross Management and the coordinated autonomy of Self-Management automatically nullify dependence on established paths, leading businesses to explore new cognitive universes that generate new content and new stories.

Q.

A.

What happens with this new content?

This content offers a response to the communication entropy that has grown exponentially in recent decades. Companies can no longer rely only on the combination of products/services and promotional messages; they must add storytelling to their world. That does not just mean associating your brand with a particular lifestyle but creating real events and solutions that have meaning for customers, combining information, stories and expertise within the company offering. The content becomes the focal point; the added value for Managers and businesses is knowing how to design, map and express it.

Q.

A.

That's a real revolution.

It surely is! A revolution that our Magazine describes in full.

esc

1 2 3 4 5 6 7

Q W **E** R T

EMPOWERMENT

AUTO

DESIGN

A S **D** **F** :

FEEDBACK

DESIGN

Z X **C** V **B**

BETA

ctrl ⌘

Previously on Making Weconomy:
- **01**. Auto, Beta, Co: (re)writing future
- **02**. Design: (re)shaping business
- **03**. Empowerment, Feedback, Gamification: once upon a time in retail?
- **04**. HR: Human (R)evolution
- 05. Info, Indie, Inter: Renewing innovation
- **06.** Local: Talent, Community, Making
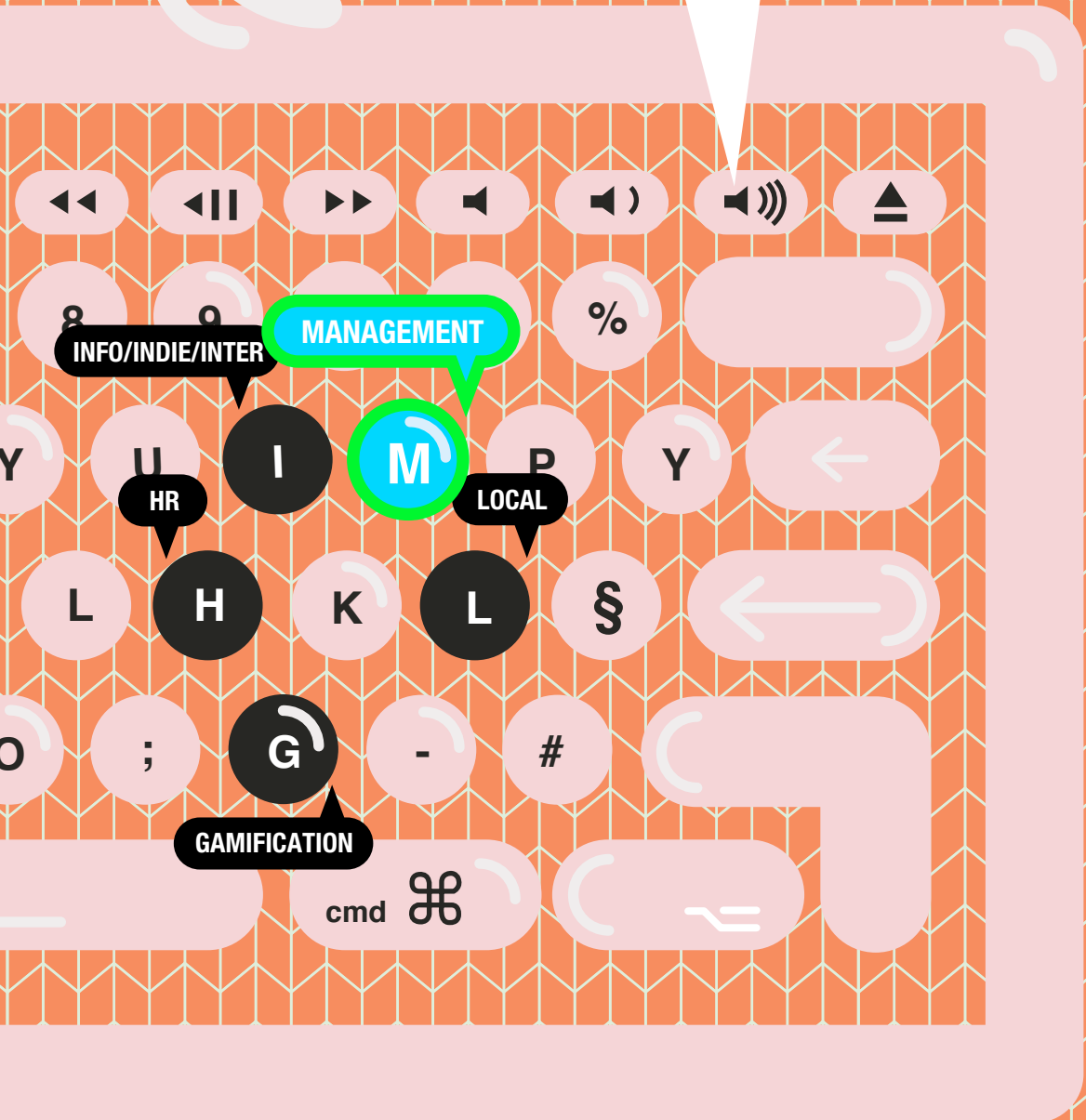
CROSS

Cross Management: being able to adapt to a ever-changing environment through dynamics that cut across different scenarios and disciplines, creating connections between distant worlds, and transforming organisations into living organisms.

SELF

Self-Management: enabling the business organism's individual cells to operate autonomously with dynamic methods and tools while maintaining overall organisational cohesion.

CONTENT

Content Management: giving content a central role again, with a focus on dematerialization to create meaningful relationships among the brand, the offering and the customers through storytelling, sensemaking and knowledge-sharing dynamics.

LINKOGRAPHY

The Management revolution… infographics
goo.gl/McsYnb

Is the 21st century the end of Management?
goo.gl/ESkpwM

Management and Creative Economy
goo.gl/euzLsH

Sinek on how feeling safe enable people
to collaborate
goo.gl/Yn3otw

"First, let's fire all the Managers"
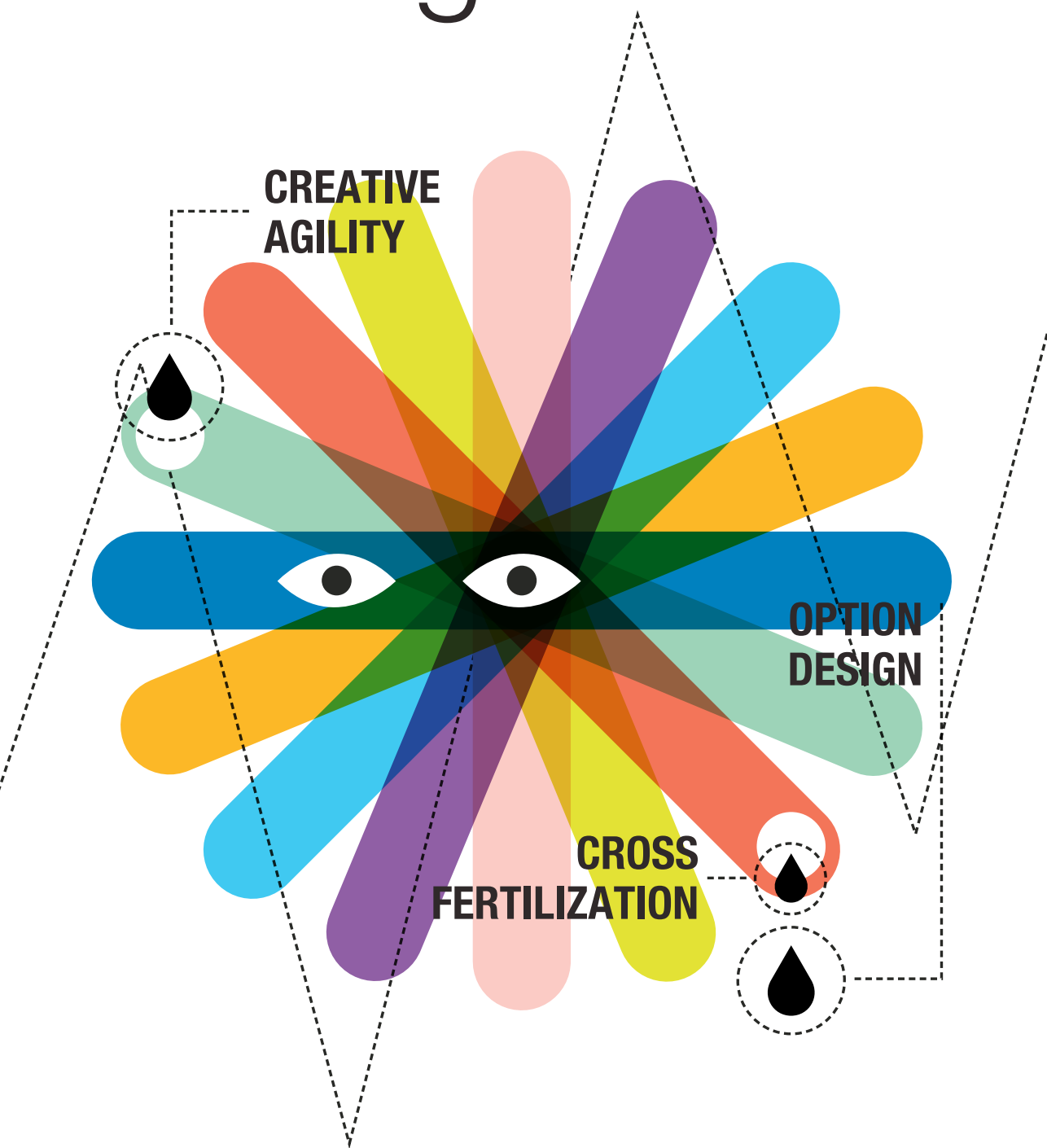an article about self-Management
goo.gl/F7D1jn

Self-Management according to Scott Adams
goo.gl/YdQbLw

When content is redundant
xkcd.com/688/

What's culture got to do with brands?
goo.gl/RnNYvN

Why are brands becoming publishers?
goo.gl/fYNW5r

CROSS
Management

CREATIVE
AGILITY

OPTION
DESIGN

CROSS
FERTILIZATION

In the Management arena, which resisted change for years, hypercompetition, information overload and exponentially fast change have uprooted the previously dominant linear approaches. The increasing complexity has overturned "if…then" dynamics, leaving ample room for innovative strategies that adapt better to this uncertain, fluid environment.

Today's Managers, therefore, must remap their approaches and show that they can adjust course en route, developing alternative, more hybrid and cross-disciplinary pathways.

A Manager who lives and operates at crossroads can conjure innovation at the edges, at the borders, where Management meets science, design, art and anthropology, …, because, as Gary Hamel reminds us, "the future [of Management] happens on the fringe".

Wikipedia, the free encyclopaedia, defines cross as a prefix "indicating an exchange or switch". Thus, cross Management describes the discipline where the Manager can create exchanges, weaving a web of meaning, untangling its many cross-disciplinary threads, and exploring and exploiting the nodes, the synergic connections, starting from the edges.

Want to know more? Read this book.
*Gary Hamel, **The Future of Management,***
Harvard Business School Press
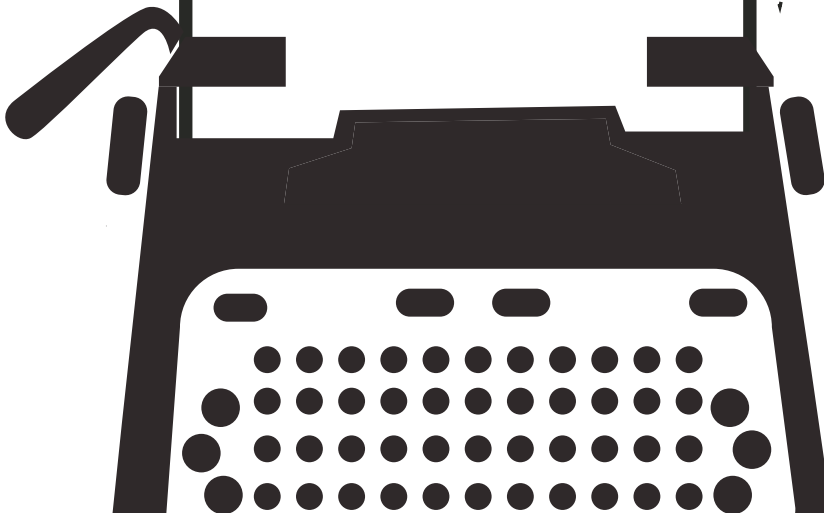
BELIEVE IT

AGAINST SPECIALISTS
NEW SYNAPSIS TO BE
THE PROTAGONIST

Giuliano da Empoli
Writer and essayist

We long believed that progress depended on increasingly specialised Managers, infallible experts, and algorithms as long as War and Peace. Then came the 2008 financial crisis, and we realised one thing: the experts had taken a blind alley. Obsessed with compartmentalising themselves into ever smaller boxes, they had lost touch with the overall dynamic. A bit like that joke about the blind men and the elephant: some of them grab the trunk and think it's a snake; others mistake the feet for a tree trunk; still others measure its ears or tail. But no one, absolutely no one, gets an overall picture of the whole animal.

Since then, the ability to create bridges, to open up to different experiences, and to sense weak signals has gained renewed prominence. Thinking outside the box rather than burrowing ever deeper into it, in other words. Today's renaissance humanists are Managers, scientists and entrepreneurs who love to operate on the boundaries between disciplines, because they have realised that that is where you can discern the elephant's outline most clearly. In all sectors, it is growing ever rarer for innovation to emerge from just one box. For only multidisciplinary teams – with diverse, integrated competencies creating fresh synapses – can produce the spark you need to be a player in the new scenario. This rule applies not only to Apple, Pixar and neuroscience labs. We see it all around us, in every segment, even the most traditional, from agriculture to the craft trades.

Besides, it is a law of nature: monocultures are swept away by climate change, whereas the most adaptable organisms draw on unexpected resources, change templates and rewrite the maps. They do not just survive; they invent new worlds to feel at home in once more. In the mid 14th century, humanism arose in Florence amid financial crisis and plague, when Petrarch and Boccaccio realised that the old scholarly culture of dogmas and watertight compartments could no longer answer the questions of the time.

Nowadays, what we call a crisis is just the unfamiliar. Even in Italy, where it has been ever present for twenty years, the recession is not all gloom; it's made of light and shade. Of companies that thrive and companies that close. Of people who keep trying and those who resign themselves to damage limitation. Thinking that you can banish it is an illusion. Growth may well return, but what we call a crisis is actually the new normal. It is the habitat that we shall have to get used to, not only to survive but also to build a prosperous, creative and fulfilling future. The old certainties, the sealed boundaries, and the instruction manuals will never return. But the new humanists are those who think that, all told, it's actually better this way.

MAKE IT

LEGO

In 2001 Serious Play was created, a set of building blocks with associated instructions to stimulate and facilitate brainstorming and cross dynamics during corporate meetings. The company that developed this product is called Lego. In the late 90s, Lego was in a critical condition. In 2004, however, they appointed as their new CEO Jorgen Vig Knudstorp and the company has now returned to being among the top toy manufacturers in the world. But how did they manage to navigate through the turbulent and uncertain waters of recent years and to become successful? By becoming 'Cross'. Lego creates different intersections to develop innovation. Creative processes take place both inside and outside the company. Outside, by creating intersections between consumer and producer, inside, by exploiting the know-how of specialized teams and the input of other employees that do not belong to the design and research and development departments. This approach to innovation Management that intersects knowledge and experience, mixing the deep knowledge of experts with the insights of Lego enthusiasts, led to the development of many different products and the creation of collaborative platforms. The platform Cuusoo is a shining example of how this kind of revolution in innovation Management happens. Users can upload ideas online. Other users vote on these ideas. The concepts that reach a certain number of votes are evaluated by the company and possibly produced and sold. The statement of one of the Managers of Lego brilliantly sums up the Cross-HR philosophy of the Danish company: "People do not have to work for us to work with us."

A video of Robertson about Lego innovation
http://goo.gl/1YX6HQ

CO-SOCIETY

Commercial secrecy and confidentiality clauses? In the world of collaborative companies these words are banned. We can observe more and more companies collaborating to generate radical innovation from the friction between their different experiences.

This phenomenon, however, often requires catalysts able not only to create connections between different Managers, but also to provide tools to facilitate collaboration, leading to the exchange and the creation of new solutions. Co-society is the enzyme that catalyzes this reaction. This global platform for innovation believes in the inequality 1 + 1> 2. Their format of conferences and workshops is based on the synergetic cross dynamics between different companies, combining their assets in a systematic way and creating new products and services. In this way, innovation does not stagnate within a single business but spreads and contaminates the different participating brands. Infonomia (the team behind Co-society) affirms then, in this historical context of economic uncertainty and accelerated, the superiority of collaborative advantage compared to competitive advantage by promoting interactions between players once in competition and now in... collaboration.

Co-society's introduction video
http://goo.gl/eFLC5f

WECONOMY INSIGHT

MANAGER: AN OPEN WORK
HOW THE INTERNATIONAL
DIMENSION ENABLES US TO
EXPERIMENT WITH NEW SYNAPSES.

Tiziana Cardile
Senior Manager Logotel

Linda Covino
Project Designer Logotel

Senior Manager, Project Manager, Sales Manager, Product Manager, Change Manager … That's what our business cards say. But to what extent do those "labels" represent us today?

We can say that they are and will remain slogans, if we compare the oldest definition of a Manager (as someone who runs something) with the role that we have to perform each day. But which actual skills do we deploy every day to reinvent ourselves and to achieve results?

Today's Managers must reinvent themselves until they no longer feel like Managers but inventors of and experimenters with their own existence as a professional, in all fields, in all sectors, at all levels. No more five-year business plans for us, then. The mantra that Managers have been repeating for a while now is *keep your business safe*. But how?

Take this example. Recently, Managers have been tackling the complexity of increasingly international projects where increasingly intercultural competencies, resources, people, methods and tools need to be cultivated and blended. And that is not just a language issue. In this increasingly fluid dimension, where borders have melted away, Managers must coordinate, oversee and control – but not only that. They need quite unprecedented flexibility and interpersonal skills, too.

This means working with multiple stakeholders, using different methods and approaches. It means learning to structure the "relationship" and the connections between players. Being able to adapt, in other words, to find swift solutions.

Being a Manager in an international environment means constructing an "open work" endorsed by the various disparate stakeholders, one that is enriched by fresh and diverse influences, by a constant dialogue with different players and contexts, with new intercultural synapses. Here, Managers become able and "enable" others to build new pathways, new and shared sustainable solutions for the project or for reaching goals.
Managers must be ready to table a "kaleidoscope of solutions", possibilities and risks that must all be taken into account: a plan B. But also plans C, D and E.
Indeed, there are no right or wrong processes, only more or less sustainable, effective and implementable short- or long-term solutions.
Building new options, especially in international projects, makes various things possible: tackling risks and objections; overcoming differences of culture, approach and process between countries; and adjusting course en route, thus boosting the efficiency and effectiveness of the project that we are completing.

Being a Manager means putting yourself in many different players' shoes and having a wider, privileged perspective. It means not only being able to envisage the finished project but also seeing the lines (the relationships) and the intersections (the skills and expertise of each partner involved).
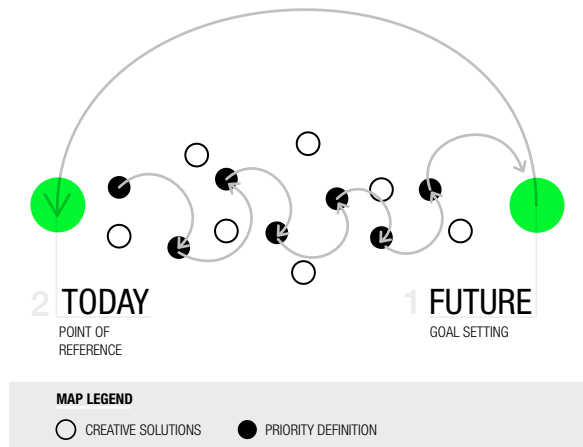
The flexibility with which a Manager can handle this complexity and mix all the ingredients to develop solutions that are not just alternatives but also, and above all, complementary, is instrumental in creating real value for the business.

In short, it's about cooperating to construct a work that is open to innovation.

WECONOMY
SERVICE DESIGN **TOOLS**

BACKCASTING APPROACH (ROAD MAP)

2 TODAY
POINT OF
REFERENCE

1 FUTURE
GOAL SETTING

MAP LEGEND
○ CREATIVE SOLUTIONS   ● PRIORITY DEFINITION

WHAT

"Backcasting" is a vital approach for defining an action strategy for a project and redefining it over time. The term denotes a "fluid" method of planning, a roadmap that makes visible and communicates a project, its strategy and concrete steps for agreement and implementation, primarily by working backwards to keep the final objective in sight at all times.
Backcasting helps teams to develop an idea of the future, by working in reverse from the vision back to the present moment.

WHY

"Approaching the present from the future": backcasting exploits the benefits of feedback to harmonise strategic objectives, to reorganise processes, and to apply methods and tools on the project. Building a roadmap through a backcasting approach lets us construct scenarios – chosen to reflect future strategies and "visions" – and check them step by step.

WHEN

A backcasting-based roadmap can be invaluable when we have a highly innovative collective project to implement. It enables us to keep the final vision in mind at all times, to avoid losing sight of the milestones, and to measure and verify the results.

HOW

A backcasting process involves three steps:
1) Defining the vision, the objective, the "why" to be achieved – identifying the mission that we must realise.
2) Setting the goals, the "sustainable" intermediate steps towards the final objective. When following the backwards model, we need to ask ourselves which actions we could take to achieve each intermediate objective; this perspective then enables us to map out the individual steps.
3) Using feedback to verify the progress made towards the final objective.

SELF
Management
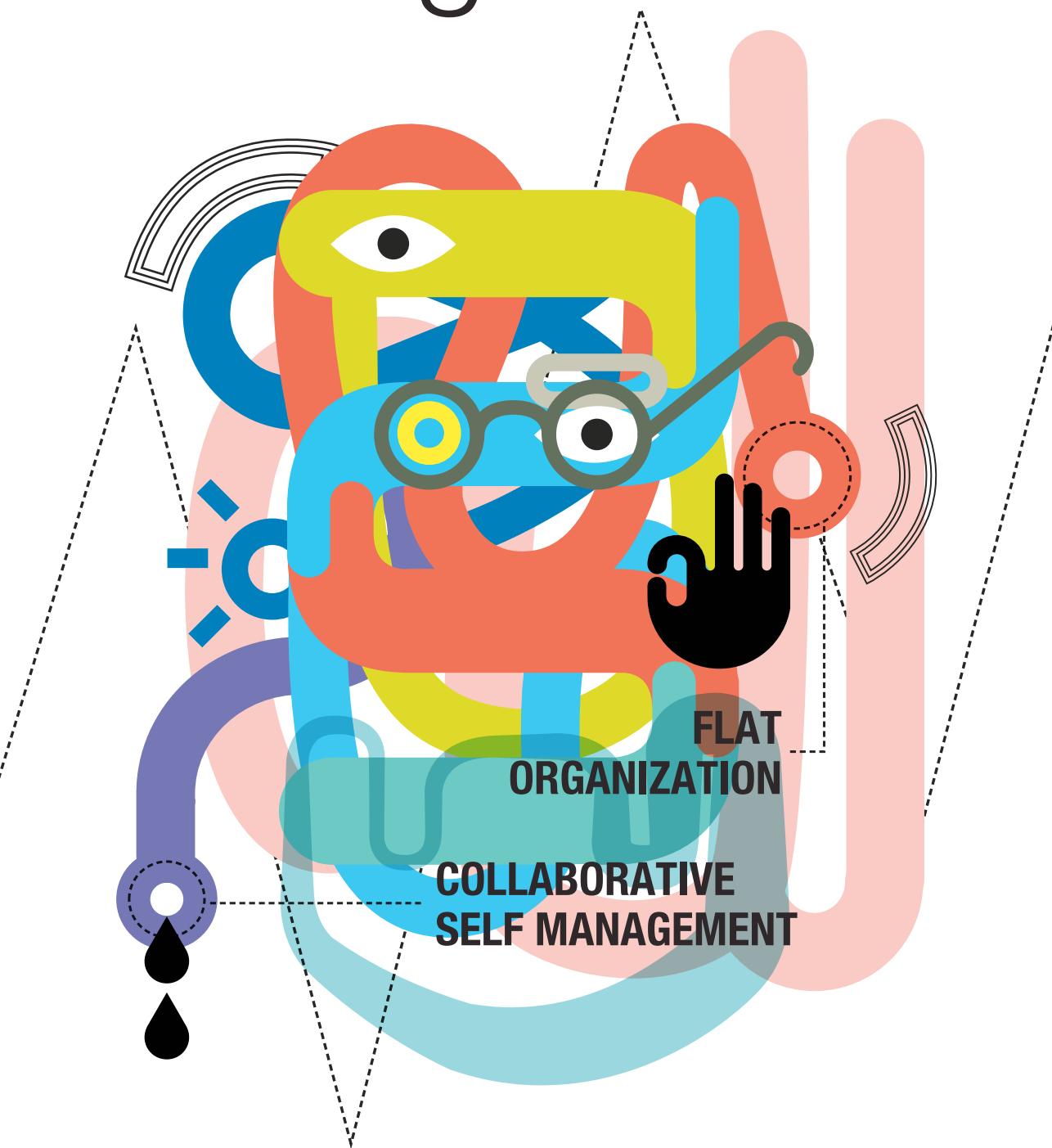
FLAT
ORGANIZATION

COLLABORATIVE
SELF MANAGEMENT

Wikipedia, the free encyclopedia, defines self-Management as "a form of participatory Management where the individual members of the group or company manage the process of setting and achieving their own objectives and the means of doing so". The concept is often shrouded in inaccurate perceptions that equate self-managed people to a group of particles moving around in random Brownian motion. Self-Management grants independence of decision-making and action, by definition. But the particles act not at random in the company structure devoid of hierarchy but rather according to defined objectives and as an integral part of the organisational fabric. A flat structure not only entails closer contact between staff and executives, with less interference and filtering, but also enables Managers to empower their staff to self-manage. The Manager must be able to reinvent themselves in new leadership styles, to collaborate and to encourage collaboration, engaging people, knowledge, disciplines and different parts of the organisation. In this framework, where growing uncertainty and contextual complexity govern business dynamics, the organisational structure must be easily adaptable, to manage transitions while responding to environmental stimuli in an independent but coordinated fashion, like a living, sentient being. Thus, the Manager who can facilitate self-Management in their company's various cells can transform the organisation into an organism adapted to survive in a radically changed habitat.

Want to know more? Check this link.
www.self-Managementinstitute.org

BELIEVE IT

STORMS AND HELMSMEN

BUILDING MANAGERIAL
AWARENESS

Claudio Ondoli

Management Consultant
Director of Evening Executive MBA
at Bocconi School of Management
SDA Professor Management and Staff Area

Emerging scenarios are not easy to tackle for companies that are still developing or for those seeking to regain competitiveness.

Organisations are being built with three aims in mind: to be very flexible, adapting to varying market conditions and the need to review strategies and action plans; to be lean, swift and efficient, with lower headcounts but a wealth of expertise for competing on quality and innovation; and to be internally integrated, agile and ready to face today's continual changing scene.

Besieged by a plethora of often-conflicting demands, some Managers might confront the challenge from behind a barricade, focusing on firefighting and hurried short-termism, with a "procedural" mindset trained to respond quickly to stimuli with chains of actions one after another. Thus, they risk losing sight of the bigger picture and the real priorities, becoming mere puppets of circumstances rather than controllers of a system. They face being caught up in a maelstrom of interactions, yet paradoxically with a growing sense of isolation that leaves them clinging to ingrained routines, overloaded with other people's responsibilities, capable of only formal or superficial relationships with others, as their ability to make realistic assessments of both opportunities and obstacles diminishes.

But, as their operating environments grow more complex and unstable, Managers need firm foundations, with a solid understanding of themselves and their role. Although important, experience in the field and up-to-date skills are not enough for Managers to rediscover operational effectiveness. We should do three things:
- Make time to reflect. Even if our day is frenetic and full of distractions, we need to pause for thought about our experience and our personal limits and po-

tential, to assess what is important for us and what paths we really want to take.
- Confer from time to time with people we respect. Having valuable colleagues to confide in – those to whom we feel close and who are ready to discuss important professional (and sometimes even personal) issues with us – provides a fresh, balanced perspective and a useful counterpoint to a highly responsible role.
- Convey those two ideas to your staff through your own example. Striving to help our people grow professionally, to make them more independent and to nurture relationships of trust within a team motivates staff, boosts the business and, moreover, frees Managers from the need to micromanage everything. There is less and less room for virtuoso soloists, and the inefficiencies of inadequate cooperation are becoming harder and harder to tolerate. The people who work with us feel the current climate's uncertainties and difficulties, too. Having the support of a Manager who does not get swept up in events or their own responsibilities, who understands the influence that they can exert, and who is prepared to listen and negotiate creates a reassuring sense of authority that encourages staff to do their bit and do their best.

MAKE IT

HCL TECHNOLOGIES LIMITED

When the philosophy of a multinational with over 90,000 employees is *"Employees First, Customers Second"*, it is no surprise that Management practices there are extremely disruptive.

Indeed, Vineet Nayar – author of that revolutionary motto (and the book of the same name) and HCL Technologies Limited's CEO until 2013 – has completely re-engineered the HR-Management manual, making his former employer one of the most innovative companies on the planet.

The IT services multinational company based in Noida (India) has not only adopted reverse-accountability processes – where the various departments, from Finance and HR to the project-Management office, work to support the front line – but has also implemented high-tech tools for managing them. On HCL's IT support-desk platform, any employee may open a ticket about any problem. The ticket must be resolved, if possible, in 24 hours by the responsible Manager and may be closed only by the employee who opened it. If not solved in 24 hours, the call is escalated to the next Management level. All tickets are transparent and visible to the whole company. As is the feedback written by each employee about their boss, their boss's boss, and the corporate strategies (to which all staff can contribute). In short, it is a self-Management revolution based on bottom-up empowerment to balance a now-inverted but increasingly stable hierarchical pyramid.

PFIZER

If self-Management, as we define it, means enabling your staff to manage their own work better by organising their methods and goals independently to boost efficiency and effectiveness, then Pfizer offers us a clear example of this kind of innovation. Jordan Cohen, a middle Manager, realised in 2005 how much time specialist employees wasted on low-value tasks that were necessary for their role, such as filling in spreadsheets, preparing presentations, or doing basic research.

What was his solution? PfizerWorks, a web-based platform for his staff to outsource these tasks to other professionals throughout the world, thus saving employees vital time (60,000 hours in the first year). This Management innovation has not only helped to allocate time and resources more efficiently but has also (and above all) given the various teams extra motivation to focus on producing high-quality solutions by outsourcing tasks instead of jobs.

And this is happening increasingly often.

Interview with Vineet Nayar
http://goo.gl/3SdYAB

The Financial Times on the Pfizer case
http://goo.gl/yuYLXl

WECONOMY INSIGHT

SELF-MAGEMENT BEGINS WITH THE INDIVIDUAL
HOW CREATIVE TENSION GENERATES
NEW MEANINGS FOR THE MANAGERS

Maria Grazia Gasparoni
Educational Director
Logotel

"What do you want to do when you grow up?" is the question that fired my imagination as a little girl, the passkey to a future where I felt I could do whatever would make me happy. In essence, isn't happiness being able to do in life what we each feel is truly important?

In recent years, in my experience as a trainer, I have been privileged to meet some extremely competent professionals. Several of them, though, were somehow "stuck", bogged down in a complex but unfulfilling daily grind, searching for lost inspiration, for a shot in the arm to "get them going" again. This new energy, this courage and determination are one of the results of "personal mastery", of constant training in the discipline of "self-Management", according to Peter Senge. In his book "The fifth discipline", he writes, "People with high levels of personal mastery are continually expanding their ability to create the results in life they truly seek." This constant training implies facing life not by reacting to external events and changes in the environment but, on the contrary, creatively.

Happiness, then, may not be a utopia but the product of a fascinating, challenging journey towards a desired destination, a vision that chimes with what is truly important in life for us, with our direction, our purpose.

This vision is something concrete, an objective that we want to achieve. The question we have to ask ourselves, then, when thinking about Managers is: where do we find the energy to walk this path of transformation and self-realisation? The answer lies in one of the self-Management competencies: in being able to contrast the clear, true image of current reality (where we are relative to what we want) with our vision (what we want). The awareness of this gap generates the energy we need: that is what Senge calls creative tension, which enables us to plan our actions, to summon up motivation, and to overcome hurdles. The journey itself becomes our reward. This new sense of progress inspires us, makes us feel good, and keeps us going.

It is not easy. How does this transformation happen?

1) By understanding where we are, by seeing reality, our starting point in a clear way.

2) By defining the vision. What stops us? Often, our beliefs. According to the "logical levels" model devised by Robert Dilts, our beliefs impact on our motivation to acquire new skills and on the actions that we do or do not take. In particular, the beliefs that can prevent us from developing and pursuing our vision fall into two types. The first is impotence: we believe that we cannot do what we want to. The second, and more insidious, concerns merit: we do not believe we deserve to be able to do what we like (… only the "talented" can hope to have that chance). It is like being held back by invisible reins.

3) By developing an emotional intelligence, an essential skill in the discipline of self-Management, that helps us to handle this anxiety by preventing us from "downsizing" our vision and bringing it too close to reality and leaving only a small gap to fill. Self-Management begins with including the individual.

In our professional life, as in our private life, the discipline of self-Management, if trained persistently, enables us to coherently align our highest aspirations, our vision, our identity, our values and our beliefs. This alignment facilitates coherent and effective behaviours that everyone around us can see and allows the creation of value and meaning from our business and personal activities.

WECONOMY
SERVICE DESIGN **TOOLS**

CIRCLE MAP (INSPIRED BY DILTS' LOGICAL LEVELS)
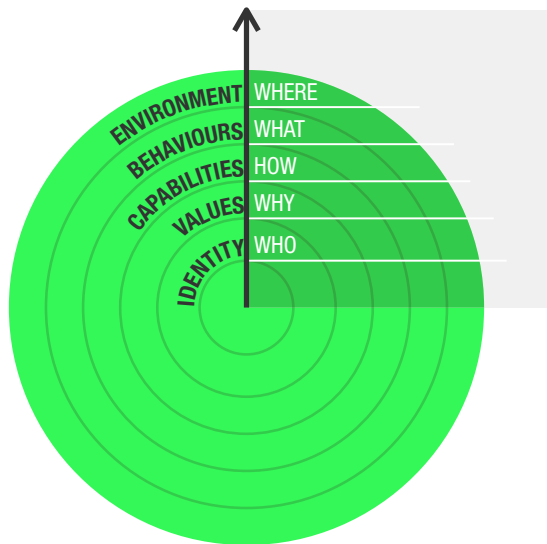
WHAT

Change is inevitable; personal growth is a choice
Bob Proctor

Inspired by the tool created by Robert Dilts in the '80s, the model is based on the fundamental assumption that our actions are influenced by "factors" (i.e. the logical levels), some of which are more significant than others.
The model developed here shifts the pyramidal perspective, flattening the hierarch levels and focusing on the interactions among different areas.

WHY

It is important to map reality by defining the different areas that affect actions, situations, perception and self-perception, as it helps to better understand how to behave and change at the base the dynamics that influence our own experiences.

WHEN

This model, inspired to the logical levels, is a formidable tool for understanding, interpreting and managing:
- organisational change
- relationship difficulties
- below-expected performance
- the logical level of obstacles to growth, to then overcome them.

HOW

There are 5 concentric areas (plus 1): environment, behaviour, capabilities, beliefs and values, identity, and mission (personal aim).

Each area's function is to organise the information at the immediately larger area. Hence, change at one specific area will affect the more external areas.
For instance, an individual's beliefs can heavily impact on both their capabilities and their behaviour. Thus, if the model helps us identify an obstacle on the believes (e.g. regarding our capability to learn), then acting strategically to modify those beliefs will significantly impact the development of the capabilities and the resulting behaviours.

***Antonello Usai** - Senior Educator Logotel*

CONTENT
Management

BUSINESS
NARRATIVE

KNOWLEDGE
DESIGN
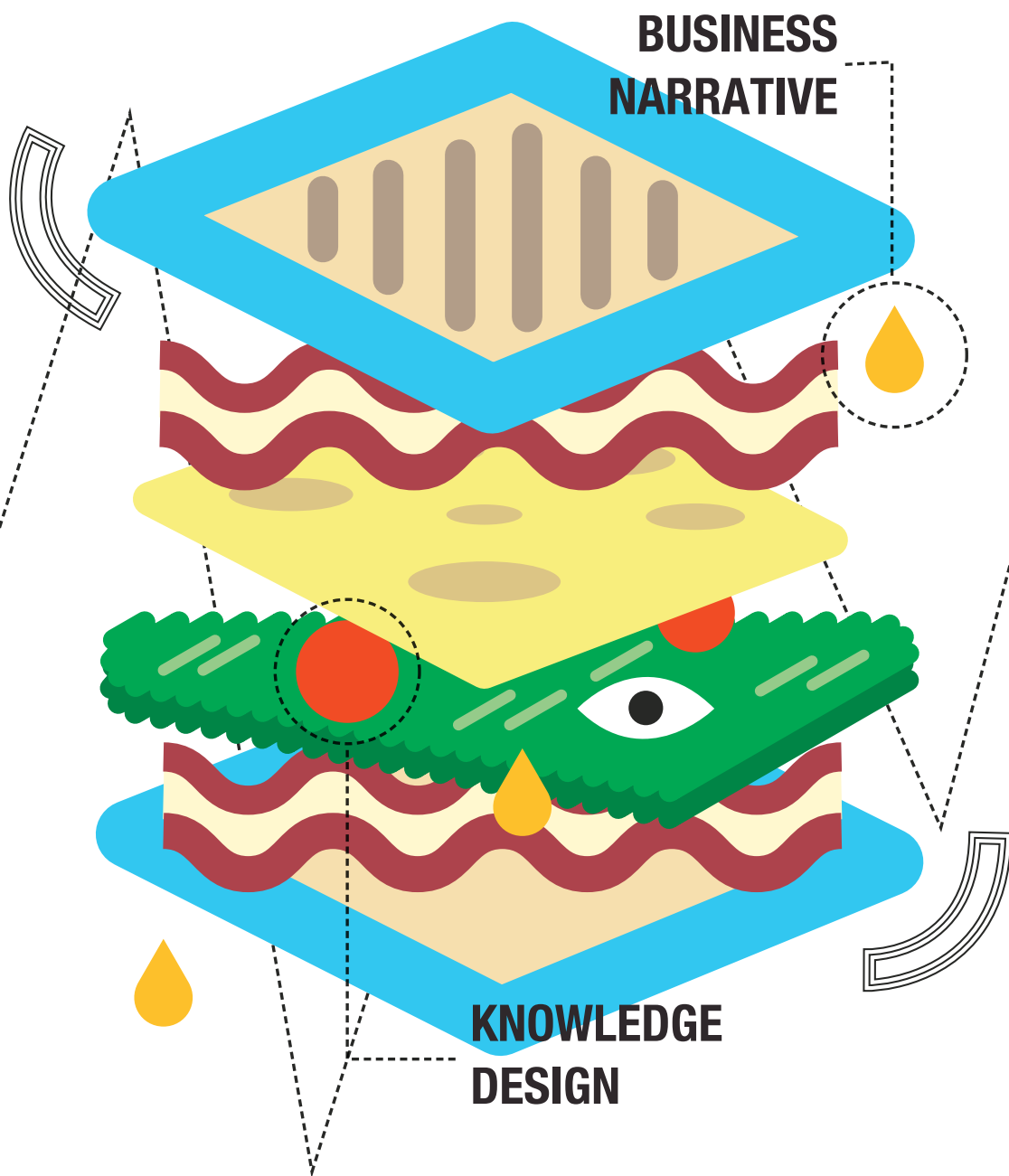
"The term *content Management* refers to a series of processes and technologies supporting the collection, Management and publication of information, whatever the medium used" (Wikipedia, the free encyclopedia).

We use the term more broadly, however, to include content generation.

In a business dimension where information and knowledge about consumers and competitors is common knowledge, thanks to technology, the real differentiator is not how well you know the market or exploit its secrets. It is no longer enough for a product and service offering to follow demand; you need to be able to skip a beat, to innovate the market itself.

Generating knowledge is fundamental for businesses. But being mere knowledge creators (or even creative knowledge creators) will suffice no more; companies must reinvent themselves as content providers.

The difference may seem small, but it is revolutionary. Knowledge can no longer be generated only within a company's intellectual walls but must be shared externally, transformed into content accessible to all.

And if "what you know" defines a firm's identity, there is logic in abandoning the corporate-communications approach in order to tell stories and create fresh content, designed and mapped to describe not only what you produce but also, and above all, "what you know".

Want to know more? Read this book

E. Rullani , R. Sebastiani , D. Corsaro, C. Mele,
***Sense-making. La nuova economia del valore**,*
Cfmt - Centro di formazione del terziario

BELIEVE IT

POST-FORDIST MANAGEMENT:
A QUEST FOR A NEW PARADIGM

Enzo Rullani
Head of tLab, CFMT Milan

Forty years have passed since we became orphans of Fordism, in the 1970s. Before then, we had a robust, precise reference *paradigm*: that of the *large organisation* imposing its efficient, stable, inclusive Managerial rationale on its surrounding economic and social milieu, engaging the various *stakeholders* in an effort to boost production efficiency and distributed income. We still remember it. Everything revolved around large factories and their tremendous productivity. The Management at the system's hub was also part of a systemic logic that made innovation routine, that scheduled events, and that made people replaceable. Then, from one day to the next, the whole edifice tumbled down. The unexpected explosion in *complexity* in the 1970s revealed what had remained in the shadows during the *golden years*: that the (real) world – where unexpected events happen and passions ferment that marketing is unable to exploit – could not be made simple, programmable and controllable on command.

In a Post-Fordist world, the state ceases to plan, consumers want to shop around, and competition becomes unmanageable. Post-Fordist Management thus becomes *ambiguous*, because it is forced to combine opposites: it is horizontal but also vertical, local but also global, integrated but also decentralised; it brings together centres and peripheries. Management becomes personal again. In effect, Post-Fordism with its apparent contradictions *is not a new paradigm*, defined in positive terms: it is simply a free space where we can deny conventional wisdom and try to do something new.

Our situation today is akin to that of the 1950s, when Fordism, needing to break out of the philosophy of simply responding to the market, *positively* affirmed the methods and principles of a new paradigm.

The 2007–14 recession, which has pitched us into a state of anxiety, suggests that the idea of Post-Fordist Management is no longer enough. If we attempt to look in a positive light at the new ways of generating value coming out of the current transition, we can say that the emerging paradigm has two key principles that offer a new way to live and work:

a) *interactive on-demand production* through mobilising increasingly extensive and diversified supply chains;

b) *sharing meaning* among the many players that co-produce value, embracing shared commitments and risks.

Interactive on-demand production today springs from the power of the digital networks that have brought us together to live and work in a single global village, making distances collapse. Distributed knowledge implies the need for businesses and Management to supply valuable content to stand out from the crowd.

Sharing meaning concerns the interaction between people that looks beyond technical and efficiency problems to generate creative power, thus producing shared environments, content and meanings that become an important source of value acknowledged by the stakeholders.

To that end, the new paradigm demands that we contribute to building a common future based on investments, commitments and shared plans that we each choose to embrace. That is how *communities of meaning* take shape in the new paradigm – they are collectives sharing various guiding principles on how to live and work with *quality content.* Based on these principles, certain things are assigned value, thus distributing the costs and the investments to make according to shared risks and commitments. Hence, business Management and individual enterprise acquire important semantic and ethical dimensions, possibly engaging other players, until they become collective projects owned by the company as a whole.

MAKE IT

WECONOMY

This one is especially close to our hearts. In 2010, the book *Weconomy, L'economia riparte dal Noi* (Weconomy, the economy starts from us) was written to explore collaborative-economy paradigms.

Three years later, seven Weconomy magazines have emerged (with more to come!), which continually update the book's content, while the blog offers a constantly growing knowledge base. But what prompts an intellectual-sharing experience like this? It arises from the need to follow your own philosophy and your own intuition. Logotel, the initiative's creator and sponsor (in partnership with CFMT), is convinced that collaboration is the only way to survive the current uncertainty. And the best way to mobilise and manage the complex collaborative dynamics is to share what you know. By its nature, Logotel is a factory of knowledge and content. The company's intellectual capital is codified, aggregated and disseminated externally to create opportunities and dialogue. Because those who divide, lose; those who share, win.

PATAGONIA

Can a clothing company build a brand around anticonsumerism? Yes, if its founder has worn the same flannel shirt for 20 years. We're talking about trend-bucking artisan and environmentalist Y. Chouinard and his business "Patagonia", an outdoor brand whose very name evokes pristine scenes redolent of a B. Chatwin book. Open spaces for open minds: the mission here is to broaden consumers' horizons. That explains why it becomes important to convey content through storytelling everywhere, from the website to the campaigns. Central themes include responsible consumption and sustainability, even with the surprising advice to buy only what you need. But, through powerful word of mouth, the invitation to downshift has boosted turnover. Especially these days, when fashion is fleeting but quality lasts. It all makes you wonder whether knowledge creation (and sharing) really can innovate production and consumption processes.

RED BULL

Red Bull doesn't produce only energy drinks. Now they are also known for their various spin-off ventures. Thanks to Vettel, Infiniti Red Bull Racing has won four F1 constructors' titles. Red Bull Air Race and Red Bull Crashed Ice attract thousands of people. Red Bull Records showcases 8 US bands including Awolnation, holders of several platinum records. And if you think those are just marketing gimmicks, Red Bull Stratos tells us of a much more radical transformation. "That awkward moment you realise an energy drink has a better space program than your nation". That tweet from one of the 8 million live viewers of Felix Baumgartner skydive from the stratosphere speaks volumes: a brand turned into a space agency and even produced data for NASA. Selling drinks becomes almost a pretext for financing events that tell a story where Red Bull is not (only) an energy drink but also science, entertainment and culture. Or, according to J. Murphy, editorial director of the Future Foundation, "This is the purest example of the brand as a story; the brand itself has become content".

Cristina Favini about Weconomy at TedX
http://goo.gl/zQZE6y

Patagonia's Environmental Essays
http://goo.gl/6xfQOM

Red Bull's content product website
http://goo.gl/dUhw1o

WECONOMY
INSIGHT

CONTENT RELOADED.

DESIGNING RELATIONSHIPS

Simone Colombo
Community Manager
Logotel

Companies have always sponsored projects that express some aspect of their identity, that convey knowledge and stories (in a word: messages), and that become significant insofar as they articulate that company's values.

Identity is not alien to this process but represents its genesis and, to some degree, its outcome. Although there's nothing new in that. Today, however, we face a new element that changes and reinforces this process. Content becomes the tool for businesses to earn the right – or, rather, the permission – to talk to their stakeholders and gain new ones. To hit the bullseye in this era of content overload (even between a company and its own staff), you need to devise a series of "opportunities" that make people want to say "I was there".

It is no longer about just offering content that can create value en route to a goal. The bar is now much higher. It means sharing knowledge that can generate progress in everyday life. The challenge to embrace now is not just doing business but managing projects with which people can identify. A relationship is born between businesses and people, where content is the meeting point. The company does not tell a story; it becomes one. It itself becomes content. No more is it about promoting a story and hoping that it resonates widely. The point is rather to create opportunities where everyone can contribute to that story.

Social media are the tip of the iceberg representing a new body of thought out there. It is called collaboration, interaction, shared interest. The crucial question is, then, "What do we do for people?"

"Content Management" in companies becomes "relationship Management", the "ethical" place where people and businesses meet to build a story together. To grab attention and win credibility, ethical trustworthiness must complement practical reliability. The social networks and the social learning networks that we manage with our Clients offer everyday different contents which can be considered 'sparks of learning'. They engage people allowing them to contribute to the meaning creation their Company needs nowadays. The editorial plans are not only vectors for knowledge, they don't only 'give a voice', they also give people a frame where collaboration and storytelling become meaningful. With their own social media companies catch the attention and become more credible: they strengthen their reliability, in a practical sense, and the amount of trust in them, in an ethical sense.

The watchwords are credibility and interaction. Only then can a company have a space that gives its content the resounding echo of a real story, because it makes sense (and has different facets), from whatever angle you listen to it. The sense of belonging becomes a question of collaborating, contributing and openly exchanging views in a chain where various stakeholders can fit in.

Content Management aims not to cover topics that people believe in (or that we want them to) but to provide a "chain of motives" that induces people to put their faith in a message. Being timely is not enough. You need to plan the right moment for people and businesses to meet. The content must not only create value but also catalyse it, offering opportunities for readers to comment and interact with the company. The content becomes a source of inspiration around which proposals, feedback, new stories, new people and new "enterprises" gather.

Effective content breeds collaboration, creating a series of calls to action that people feel compelled to heed. Communities no longer live only on the interest that brings people together but rather on the stories that people tell. Sales stories, project stories, company stories; life stories.

WECONOMY
SERVICE DESIGN **TOOLS**
CONTENT-SERVICE-TOOL (CST) GRID

SERVICE	CONTENT	TOOL	NAME	FREQUENCY	TRIGGER	PERSONAS/TARGET	SOURCE	OBJECTIVES
☐	☐	☐						

WHAT

A tool for systematically shaping content, exploring its various levels, and creating real micro-pathways of meaning for each selected theme. Each section in the grid guides the creative process: we start from the nature of the content, then set the name, frequency, trigger, target, source and objectives.

This helps to make every single content more coherent with the macro-objectives of the project in terms of its form and its fruition mode. The tool also contributes to contextualise the whole editorial plan in respect to the meaning of the project.

WHY

The organisational complexity of an editorial schedule requires methods and tools for determining the sequence and the semantic connections in the overall structure of a platform's content.

WHEN

The structure supports both the planning and checking stages. The CST Grid, then, is a tool to support both the analysis and the delivery of a publishing project.

HOW

For each content item, the following is specified: its nature (Content, Service or Tool); its name; the frequency at which the content will be published; any triggers within it that will prompt various interactive responses; the target group; the source; and the objectives for developing and publishing it.

PRESENT STORIES

CROSS GENERATIONAL LEADERSHIP

Nicoletta Bernasconi
*Responsabile Formazione
Manageriale
Intesa Sanpaolo spa*

The intersection that we are speaking of here is the one between generational diversity and Leadership style. In the era of exponential change the generational distance becomes even more evident and it is also for this reason, as well as for many others, that leadership must become open, self and horizontal. Among the most important challenges that society and companies are facing there is the population ageing, which concerns primarily the lengthening of life expectancy and consequently the lengthening of working life. This phenomenon is particularly significant for our country, which, as is common knowledge, is among the most longeval in the world. The population today is divided into 4 main generations – the so-called 2nd World War or Traditional generation, aged between 55-64 years, the Baby Boomers (45-54 years), Generation X (35-44 years), the Millennials or Generation Y (18-34 years) – each one well characterized by specific features that specialized literature agrees on. These four generations have different characteristics as they have been educated in profoundly different socio-economic and historical systems: those who lived in Italy during the economic boom, or during the anni di piombo (Years of Lead, a period in Italy between the '60s and the '80s marked by a wave of terrorism that counterposed far left and far right extra-parliamentary groups, Ed.) or those who were born with the widely available internet technologies have developed in the early years of school profoundly different values, cultures, perceptions about their own safety and expectations for the future. These differences have an impact on the way people act as citizens, customers and employees. The different generations have different sensitivities with respect to different topics. For example, while the WWII generation is very sensitive to the values and ethics in the workplace, Generation Y is particularly oriented to diversity and teamwork and like to have constructive feedback. Generation X is suitable

for work environments characterized by greater ease but want more communication. The baby boomers, on the other hand, better manage conflicts and have a greater sensitivity to interpersonal relationships. In this context the Managerial action cannot be fully achieved without taking into account these differences. Within Companies as well as in each single Team, planning the work and the time Management, the allocation of the project objectives, the Management of team dynamics and the sense of belonging, the Management of work-life balance, the relationships between boss and employee, the request for the use of technological tools and access to and sharing of information will be different[1]. It is also very important to meet the requests of professional development courses as well as answering to the need of merit recognition. We can therefore talk about a Management of plurality. The different approaches to the implementation of tasks and to problem solving can and must coexist without obstructions, and must promote mutual learning between the boss and the team and among the team members themselves. The diversity increases the rate of success in achieving the assigned objectives and the discovery of new ways of working[2]. In addition, the richness of diversity and the value of experience need to be cultivated through an "open" leadership style[3]. This is a style that promotes employees' self-leadership and has the primary goal of creating sense and transferring contents and skills, of leading by example and fostering innovation; a new style of leadership in which the leaders momentarily put themselves at the service of their employees and accept the emerging leadership[4]. It is the Leadership Style of self-organization.

1. "Age Diversity Management" Research paper – Intesa Sanpaolo, curated by Servizio Innovazione e Semplificazione e Servizio Formazione – Direzione Personale e Organizzazione - 2013
2. http://p2pfoundation.net/Open_Organization
3. http://www.openleadership.it - Open Leadship Manifesto.
4. P.Bruttini (Edited by) – La città dei Capi – Wolters Kluwer Italia_ 2014

FUTURE STORIES

SELFIE MANAGEMENT
MANAGERS SHOOTING THEMSELVES
(IN THE FOOT?)

Thomas Bialas
Futurist

Past. We have been talking about weconomy and collaborative practices for five years now. Companies are making an effort, or pretending to, often with dubious and risible results. The media gets into a froth about sharing, as does even Jeremy Rifkin in his new book – "The zero marginal cost society", hot off the presses stateside – in which he rehashes now-dated scenarios ranging from the digital civilisation to the internet of things and from collaborative economies to the sharing economy. Let's be clear. We are not saying that this trend is a bubble about to burst or that the phenomenon does not exist or should not be encouraged. It's just that the new and stable sharing economy (backed by strong stats) that we are told is revolutionising the world and its paradigms does not exist, except in niches or low-profile Management practices. The vocation to collaborate is missing at the top (the very top), in particular. Look at the immediate past: Marchionne, Montezemolo, Della Valle. Paragons of collaboration? What a load of cr*p! The "reality-show" row around Ferrari's future, created by three guys who ought to be united champions of Italian products, has a clear message. A recent editorial by Federico Rampini in La Repubblica sums it up: "In a normal country, especially during a deep economic crisis, three similar figures would have joined in a common endeavour: to preserve the national image, to work together for a new beginning". But the seriously powerful are never serious about collaborating. Which brings us to our present-day Italy.

Present. Rather than self-Management (resources managing themselves), it is selfie Management (resources in the form of self-shots) that we ought to be talking about. The glut of "VIP selfies" during the canonisation of the two popes in Rome represents not only the "egokitsch" of retweeting – with self-referential hashtags immediately appended, of course (Instagram has around 100 million photos posted with the hashtag #me) – but also our idea of We. We are here with you to share our ego on social media; in effect, we collaborate only about silly little things. On a symbolic level, selfie tyranny mires us in the usual narcissism, whereas collaboration demands a detached altruism. "We" deflate as "I" (my ego) inflate. Saying "but it's just an innocent game" underestimates the nature of these phenomena. Many collaborative practices have now gained ground only because they produce direct benefit for the user. But in a Management sphere, much confusion remains, because having a few welcoming co-working areas is certainly not enough to start shouting about weconomy.

Future. Collaboration? At Amazon? The boss is the boss (Jeff Bezos), and his word is law. Simple as that. If we struggle to collaborate effectively with people, might we do better with intelligent machines? The looming "I compute, therefore I am", evoking threateningly cognitive computers and spookily smart robots, introduces the future theme of artificial leadership: from managing human resources to managing artificial ones. It may sound like a warning from the pages of Asimov's "I, Robot", but it is actually a new reality with which Managers must reckon, now and in the future. Sophisticated algorithms and artificial intelligence: the technology is ready for the latest definitive leap forward – thinking and acting, learning and deciding, analysing and foreseeing. Which brings us to how to manage it. On one hand, we shall have employees taking orders from machines; on the other, Managers who must get used to giving orders to robots. Everyone must then learn to work in a tripartite collaboration among Managers, employees and machines. The machines need to be trained; otherwise, we run the risk of the future "HAL 9000" refusing to cooperate, as in the final scenes of the film 2001, Space Odyssey.

FINAL LAP

UNCERTAINTY, LIQUIDITY, AND JUGGLING.
NON-LINEAR TIMES.

Nicola Favini
*Direttore Generale*
e Manager of Communities
Logotel

Each of us, as individuals and also as companies, is part of an ecosystem that, without any notice, keeps changing the rules of the game. Our decisions of tomorrow depend more and more on things that are happening today and that we could not have predicted yesterday. Digitalization has dissolved many borders. Who are our customers? Who are our competitors? Who are our allies? Let's say that 10 years ago it was easier to answer... now we cannot play the "it depends" card. The world "goes through us" everyday. With information that links us to any event around the globe, with the moves of unknown competitors that grab new market shares often ignoring our existence, with our clients to whom we have provided the tools and power to invade us whenever they want, without timetables. A new law or a new conflict and immediately you have to rethink a forecast. It is a liquid economy, a liquid society. Ikea sells insurances, insurance companies buy repair shops and enter the spare parts business, those who sell energy aim to become the leaders in the energy saving business, single-brand dealerships sell other brands' second hand products, you can buy travel packages at bank branches... but uncertainty belongs also to the political context. The new wars have no boundaries; on the contrary, they ignore them. The threats come from belligerent groups that do not have a country (yet) and that mix ethnicities and backgrounds. Epidemics are traveling without any control, as without control is also the composition of the passenger list on an intercontinental flight. Anxiety. Economic cycles do exist, but they are now so short that every month we probably have the impression of living a full cycle! and with spatial and temporal variety. Today it is good news for Rome and tomorrow it is for Padua. Last week we had record sales... and then a flat line for 5 days. OK! Welcome to the world of uncertainty. Where managers can only heighten every sense they are provided with to learn how to proceed and keep their balance. Yes, because if everything around us is shaking, if everything is liquid... we become an element that must continually seek balance with respect to the system. To keep your balance you must walk on. Can we think of sales volume without value? Can we think of developing pull strategies without also being 'pull'? Can we innovate without taking risks? To get something new we often have to cannibalize the old. Are brick and mortar or e-commerce still an option? The situation requires managers to develop the ability to undermine old balances and find new ones as well as being ready to re-balance themselves. Today we live in companies, we manage sales networks, we talk to Customers, we use Brands… that we shaped years ago. It is up to managers to redesign methods and tools. We are lucky to live in such an exciting time because we all become freer (once again). Uncertainty and complexity require innovation, courage, and imagination but also multidisciplinary computational capabilities. We are potentially freer managers because in a stable world everything is easier and more straightforward and, above all, everything is "decided by others". In a calm world the "effects" are already known. In today's world it is up to us to make a difference. It is up to us to be the cause. It is up to us to be responsible, to be acrobats and minotaurs. The managerial selection of the species passes through a class of juggling.

TIMESCAPES

Parallel worlds.
Multiple connections.
Different designs.

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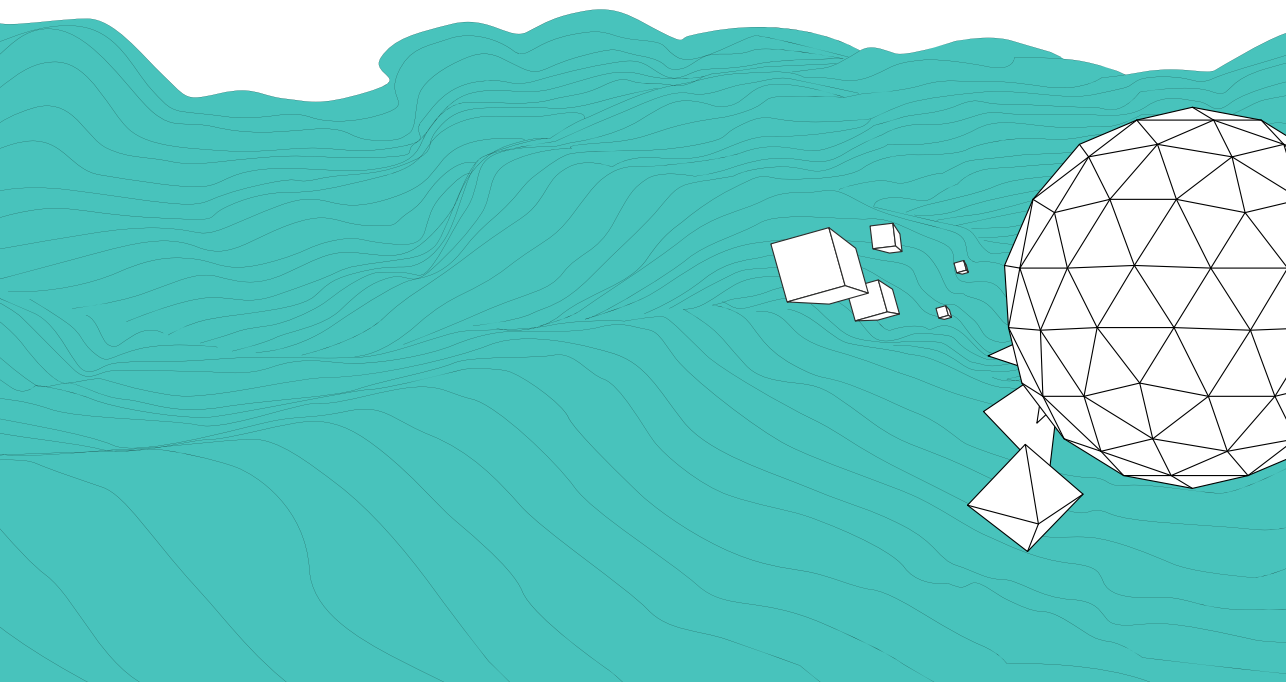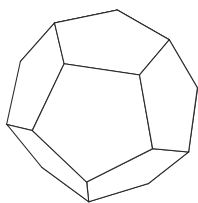
MANIFESTO

Il tempo può essere misurato, esattamente come le altre dimensioni fisiche. Ma cosa accade quando queste metriche intersecano l'attitudine al progetto?

Dopo aver esplorato nelle ultime due edizioni della Milano Design Week i temi della collaborazione – *Making Together*, 2012 – e dell'invisibile – *(In)visible Design*, 2013 – Logotel ha presentato nell'edizione 2014 la mostra-evento "Timescapes", con il supporto e la cura di Stefano Maffei e Susanna Legrenzi.

Mondi paralleli, connessioni multiple, design differenti: Timescapes è un percorso di esplorazione del fattore-tempo, tra una moltitudine di case history in grado di mettere in relazione diversi punti di vista progettuali. Una riflessione sul tempo, dunque, come metafora dell'inizio di ogni storia. Condizione per la memoria. Visione del futuro. Fattore chiave di ogni sensemaking progettuale.

La cornice dell'evento è affidata a "Mécaniques Discursives", un'installazione multimediale site-specific in prima assoluta per l'Italia, progettata dal duo di artisti Fred Penelle e Yannick Jacquet. L'opera è integrata da una selezione di casi, storie, progetti tratti dagli ambiti più differenti (scienza, tecnologia, arte, letteratura, cinema, musica etc.), navigabili dai visitatori attraverso tavoli digitali interattivi.

"Mécaniques Discursives", opera ibrida nata dalla collaborazione tra l'incisore e xilografo belga Fred Penelle e il video-artist svizzero Yannick Jacquet (a.k.a. Legoman), è una macchina dell'assurdo che invita lo spettatore ad immergersi in una storia poetica intorno al valore (s)oggettivo dell'esperienza. Ad accompagnarlo sono objets trouvés, xilografie, full motion, mondi paralleli, connessioni multiple, luci e ombre che interagiscono in un gioco di reazioni a catena. L'installazione, che mixa elementi fisici ad altri video-proiettati, ha l'intento di immergere il pubblico in un ambiente di forte impatto visivo, un vero e proprio "paesaggio del tempo", in grado di restituire a livello emozionale il tema guida di "Timescapes": il tempo come metrica di organizzazione del quotidiano e dell'immaginario.

*Just like the physical dimensions, time is measurable. But what happens when these metrics meet design sensibilities?*

After using the last two editions of Milan Design Week to explore collaboration – in Making Together, 2012 – and the invisible – with (In)visible Design, 2013 – Logotel has presented in the 2014 edition, the exhibition-event "Timescapes", curated by Stefano Maffei and Susanna Legrenzi.

Parallel worlds, multiple connections, different designs: Timescapes is an exploratory journey through time, through multiple case histories that connect up various design viewpoints. A meditation on time, then, as a metaphor for the start of every story. A condition for memory. A vision of the future. A key factor in all sensemaking in design.

The event's centrepiece is "Mécaniques Discursives", a site-specific multimedia installation designed by the artist duo Fred Penelle and Yannick Jacquet and seen for the first time in Italy. The work is amplified by a selection of case histories, stories and projects from disparate worlds (science, technology, art, literature, cinema, music, etc.), which visitors can explore through interactive digital tables.

"Mécaniques Discursives", a hybrid work born of the collaboration between Belgian engraver Fred Penelle and Swiss video artist Yannick Jacquet (aka Legoman), is a kind of absurd machine that invites spectators to dive into a poetic story shaped around the subjective/objective value of experience. It is accompanied by objets trouvés, woodcuts, full-motion videos, parallel worlds, multiple connections, lights and shadows that interact in an interplay of chain reactions. Mixing physical elements with projected video, the installation immerses viewers in a high-impact visual environment, a real "landscape of time", to create an emotional evocation of the guiding theme of "Timescapes": time as a metric for the structure of the everyday and the imaginary.
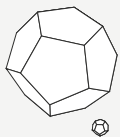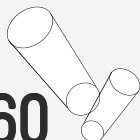
1
MILANO DESIGN AWARD
FOR "BEST TECH"
EXHIBITION

43
MANAGERS AND
ENTREPRENEURS
AT THE BUSINESS EVENT
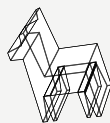
60
PIECES OF CHALK
CONSUMED ON THE "IT'S
TIME TO…" WALL

156
FEATURES AND
MENTIONS ON MEDIA

180
MINUTES OF
LIVE STREAMING
FOR LIVEON4G TIM
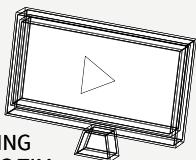
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FACEBOOK
IMPRESSIONS
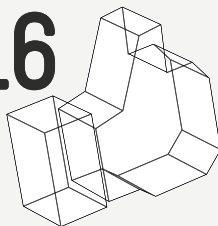
12.036
OVERALL
VISITORS

133
#TIMESCAPES2014
HASHTAGGED PICS
ON INSTAGRAM

3.882
VISITORS ON THE MOST
CROWDED DAY
(SATURDAY 12TH)
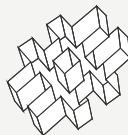
124
STORIES EXPLORED ON
THE INTERACTIVE TABLES

3
LECTURERS

6
DAYS

12
M OF INSTALLATION

2
ARTISTS
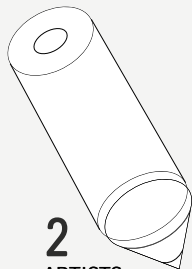
400
M2 OF EXHIBITION FLOOR
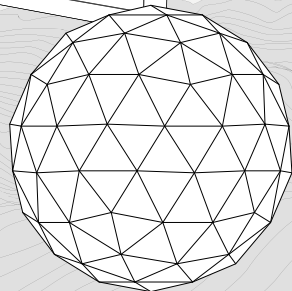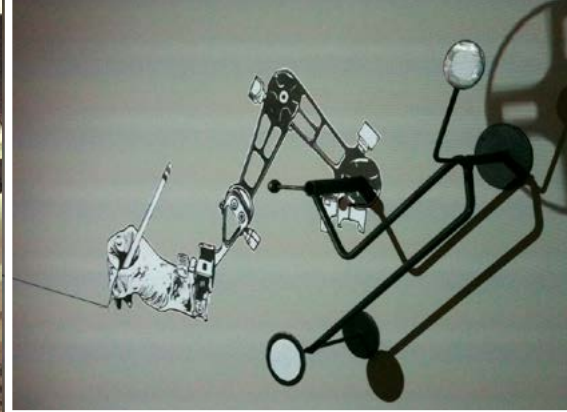
Pablo Picasso's light drawings
photo by Gjon Mili

Stainless, 42 Street (excerpt)
Adam Magyar

How to Be
Maxim & Katia Mezentseva

The Mini Muse
Hans Fex
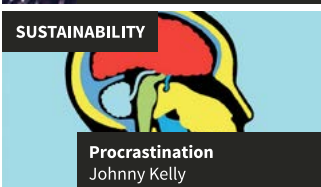
Procrastination
Johnny Kelly

Scent Rhythm
Aisen Caro Chacin

Animatie-klok
Studio AIRPORT

Listening Post
Mark Hansen, Ben Rubin

One year in one image
Hugovk

Moving Skip Rope
Harold Edgerton

Time is money
ATYPYK

Long Distance
Kitmen Keung

Moebius Gymnopedy
Erik Satie

Moebius Gymnopedy
Erik Satie
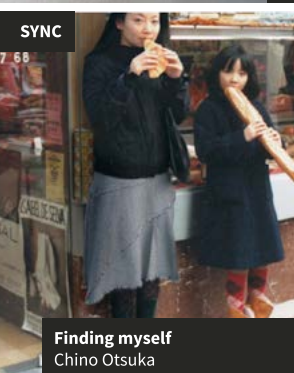
Finding myself
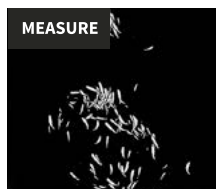Chino Otsuka

The Human Body in Action
Etienne Jules Marey

London Ziferblat

Eternal Sunshine of the Spotless Mind
Michel Gondry

The Visual Topography of a Generation Gap
Daniel Bejar

Airbnb Birdhouses

Water Sculpture movie
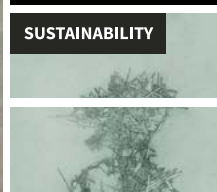S. Maruyama, T. Wakasugi

Rewind
Pauline Saglio
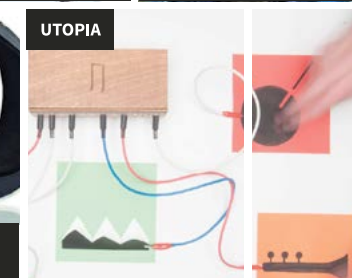
Tracing Time to Measure Space
Anthony Viscardi

Find more stories on
timescapes.it

AN APPOINTMENT WITH TIME

È TEMPO DI TRASFORMAZIONE
IT'S TIME FOR TRANSFORMATION

Matteo Amori
Post-doc researcher
Literature and Philosophy Department
Università degli Studi di Bergamo

La massiccia invasione di tecnologia – sempre più *prêt-à-porter*, sempre più interconnessa – sembra aver imposto all'agire umano la necessità di una svolta radicale. Una necessità sempre più percepita come vitale: non basta adattarsi, evolversi, occorre una vera e propria trasformazione. Un mutamento radicale che ci consenta di "tenere il passo" di una realtà ogni aspetto della quale sembra ormai vivere di costanti e dirompenti accelerazioni.

Le Imprese sperimentano continuamente tutto questo: il cambiamento c'è sempre stato, ma mai così veloce. I tempi di concezione e realizzazione di un servizio (o di un prodotto) collassano, lasciando gli attori protagonisti spaesati ed oppressi dall'impressione di un ritardo costante, incolmabile. Molte Imprese hanno sottovalutato questi nuovi scenari e questa nuova velocità di ogni cosa. Una sottovalutazione e/o una impreparazione alle nuove tecnologie ed alla rete che continua a costare alle Imprese molto in termini di consistenza, di agilità e di competitività.

È però forse ancor più vero che è proprio il *fattore-tempo* quello che merita di essere guardato bene e in profondità.

Ripensiamo per un attimo alle parole che fanno parte del nostro vocabolario d'Impresa: progettare, prevedere,

The massive invasion of technology – increasingly prêt-à-porter, increasingly interconnected – seems to have imposed the need for a radical change in human behaviour. This need is increasingly seen as vital: adapting and evolving is not enough; a real transformation is required. A radical change to enable us to keep pace with a reality whose every aspect now seems to be continually, explosively accelerating.

Businesses are experiencing all this constantly; things have always changed, but never this fast. The timescales for conceiving and implementing a product or service are collapsing, leaving the protagonists disoriented and oppressed by the impression of being constantly, irremediably late. Many businesses have underestimated these new scenarios and this pervasive new pace; many are unready for the challenges of new technologies and the Internet. These problems continue to cost companies dear in lost consistency, agility and competitiveness.

Moreover, time may well be the factor worthy of deepest and closest examination. Let us reflect about the words that are part of our business vocabulary: design, forecast, decide, collaborate and act. Each one of these words tells about a crucial aspect of the business experience. More

decidere, collaborare, agire. Ognuna di queste parole dice un aspetto decisivo dell'esperienza d'Impresa. Più in profondità ciascuna di esse rivela una precisa posizione nei confronti del tempo: un tempo non subìto, ma riconosciuto e vissuto come un partner significativo della posta in gioco nel nostro darci da fare. Un tempo, cioè, a cui è possibile imprimere una forma e da cui è possibile attendersi qualcosa.

IL TEMPO È TRASFORMAZIONE DEL SENSO

Il tempo è la dimensione del significato. Basta guardare al *nostro* tempo, al tempo che *noi* siamo. La nostra vita è una storia che ne racchiude in sé molte altre. Una storia che noi non elenchiamo o esponiamo, ma *raccontiamo*. E raccontare non è altro che disporre eventi, persone ed azioni lungo una trama che è sempre quella di un significato. Cioè di un *segno*, di qualcosa o qualcuno che ci ha segnato, ci sta segnando. Cioè trasformando. *All I ever will recall of my life is all my life with you* cantava Frank Sinatra in un magnifico brano degli anni '70…

Guardare al proprio tempo come un paesaggio disseminato di segni — di significati — è la prima condizione perché possiamo prendere consapevolezza di ciò che ci accade. E solo con questa consapevolezza possiamo diventare protagonisti della nostra storia. Chi, d'altra parte, può recitare da protagonista in una storia di cui non sta almeno intuendo la trama?

La risposta a questa domanda, però, ci è forse fin troppo nota: qualcuno che è semplicemente portato dal tempo. Qualcuno, cioè, per il quale il tempo non mostra nulla di significativo, ma scorre logorando e appiattendo ogni cosa: incontri, opere, legami, progetti. Quante volte abbiamo guardato alla nostra agenda in questo modo, come il campo di battaglia sul quale si lotta contro un nemico muto, sempre subìto, quindi imbattibile?

TEMPO: DA SCADENZA AD APPUNTAMENTO

Per vivere il tempo in maniera diversa ci vuole innanzitutto uno sguardo diverso. Uno sguardo capace di riconoscere davanti a sé avvenimenti, non processi. *Appuntamenti*, non scadenze**.** Un tempo che interessa e che muove perché *convoca*, non perché scorre. È un'Impresa impegnativa, ma anche affascinante.

In questo momento l'urgenza è che le Imprese fanno ma non si prendono il tempo di ESSERCI, di pensare, di progettare un tempo da cui sia possibile attendersi qualcosa. E che cosa ci attendiamo dal nostro fare, dal nostro agire, dal nostro stesso programmare, dipende innanzitutto da noi, non dal 'tempo' inteso come un flusso opaco.

in depth, each one of them reveals a specific position in respect to time: a time that is not passively experienced but lived as a meaningful partner when it comes to working hard. A time, in other words, that is possible to shape and that is possible to expect something from.

TIME IS MEANING TRANSFORMATION

Time is the dimension of meaning. Just look at our time, at the time that we embody. Our life is a story that contains many others. A story that we do not spell out or show but tell. And telling is simply arranging events, people and actions along a plotline that encapsulates a meaning. A sign, in other words, of something or someone that has left or is leaving a mark on us. Transforming us. All I ever will recall of my life is all my life with you, sang Frank Sinatra in a memorable track from the '70s …

Looking at your time as a landscape strewn with signs – with meanings – is the first condition for gaining awareness of what happens to us. And only with this awareness can we become players in our own story. Who, anyway, can play the lead in a story without at least having an intuitive feel for the plot?

The answer to this question, though, is perhaps only too clear to us: someone who is simply going with the flow of time. Someone, that is, for whom time is without significance but simply flows, squashing and eroding everything in its path: encounters, creations, bonds, plans. How many times have we looked at our diary this way, like a theatre of war with a silent, pernicious, invincible enemy?

TIME: FROM DEADLINE TO RENDEZ-VOUS

To experience time differently, you first need a different perspective. A perspective that discerns events not processes. Rendezvous, not deadlines. Time that arouses interest and stirs us because it calls, not because it flows. It is a demanding but fascinating challange.

Right now the urgency is that businesses produce but do not take time to BE, to think, to design a time you can expect something from. And what do we expect from our doing, from our acting, from our own planning, it mainly depends on us, not on 'time' intended as an opaque flow.

To manage our appointment – namely specific meaningful moments of our 'plot', of our story – we have to put together different speeds and times. And are 'different' times possible? Doesn't it happen more often to experience the perception of the time of our making (and thinking) as a Process-Time that we can, at most, carve out a little space from? The only possible synchronization seems to be via calendars, diaries and timetables. Maybe it is true that

Per gestire i nostri appuntamenti – ossia ben precisi momenti significativi del nostro "plot", della nostra storia – dobbiamo mettere insieme velocità e tempi diversi. Ma come? E sono possibili tempi "diversi"? Non è forse più frequente la percezione di vivere il tempo del nostro fare (e del nostro pensare) come un Tempo-Processo nel quale possiamo tutt'al più ritagliarci uno spazio? L'unica sincronizzazione possibile dentro un'esperienza del tempo di questo tipo sembra quella del calendario, dell'agenda, della timetable. Ma il tempo è solo un contenitore? O è uno spazio da ritagliare, da adattare, da assemblare ad altro?

Un tempo diverso. Un tempo denso di significato, per *me* e per *noi*, rivolterebbe come un guanto le nostre opache certezze e le nostre urgenze perché si muoverebbe secondo un'altra metrica, un'altra unità di misura. Quale?

Proviamo a tornare a quei momenti, a quegli eventi nei quali possiamo dire di esserci stati fino in fondo, di averne colto la posta in gioco. Magari anche uscendone a pezzi, ma comunque trasformati, più consapevoli, più consistenti. Quei momenti che ci hanno consentito di vedere di più e meglio, di prendere iniziativa in maniera più efficace, certo, ma soprattutto nuova. Sto parlando del nostro *tempo migliore*. Del tempo — lungo o breve — di un incontro, di una scoperta, di una scelta, di uno sviluppo, di rischio o di un imprevisto. Non era forse questo un tempo profondo e denso nel quale tutto ciò che accadeva, accadeva *per noi*? Un tempo nel quale non era concepibile che noi non ci fossimo? Già i Greci conoscevano un tempo di questo tipo. Era il *Kairós*, il 'tempo giusto'. Anch'egli era un dio, anzi il figlio più giovane di Zeus. Una divinità probabilmente poco conosciuta e venerata, ma raffigurata con un dettaglio molto particolare: con i capelli raccolti sulla fronte e senza alcuna treccia sul retro del capo. Ciò significava che poteva essere bloccato solo quando si stava avvicinando. Una volta passato diventava inafferrabile. *Kairós*, quindi, era per i Greci non il tempo che passa, ma il tempo *che giunge*. Il tempo *giusto*. L'appuntamento da non mancare.

Questo tempo non può essere quello di una semplice scadenza. Ad una scadenza, infatti, possiamo mandare un nostro prodotto, ad un appuntamento dobbiamo esserci noi, di persona. E l'unità di misura di questo tempo non può essere quella delle agende, ma l'annuncio di una possibilità nuova.

time is just a container? Or a space to cut out, to adapt, to combine with something else?

A different time. A time dense with meaning, for me and for us, would turn our opaque believes and urgencies upside down because it would move according to another scale, another measuring unit.
Which one?

Let's try to return to those moments, those events when we can say that we were there, deeply, that we saw what was at stake and rose to the occasion. Maybe we went through the mill, but we emerged transformed, wiser, enriched. Those moments that have enabled us to see clearer and further, to take the initiative more effectively, sure, but above all, afresh. I am talking about our best time. The time – long or short – of an encounter, a discovery, a choice, a development, a risk or an unexpected event. Wasn't this perhaps an intense, profound time when all that happened happened for us? A time when our absence would have been inconceivable? The ancient Greeks knew a time like this: Kairós, the "right time". He was a god, too – Zeus's youngest son, no less. He may well be an obscure, little-venerated deity, but he is depicted with a very distinctive detail: a mass of hair over his forehead but none on the back of the head. That meant that he could be stopped only when he was approaching; once past, he left nothing to grab on to.
For the Greeks, then, Kairós was not time passing but time arriving. The right time. The rendez-vous not to miss.
This time cannot be a mere deadline. Indeed, for a deadline, we can send one of our products; a rendezvous demands our presence, in person. And this time cannot be measured in calendar days but rather as the announcement of a new possibility.

SYNCHRONISING OURSELVES, CONVERGING ON AN OPPORTUNITY
Our best time is always the time for something new, a start, a beginning. "To commence", according to the Latin derivation, means "to enter together". Every beginning, then, attracts and unites people who share the desire for quality time. The web of relationships that forms around this time is always different to what comes from a meeting of calendars. It is much more demanding yet more powerful and effective. The people who elect to face the challenges of time in their companies, certain of being called on to participate in something important, then, come together and disrupt the prevailing habits and assumptions in a way that is as profound as it is fruitful. When making available – or synchronising – their time, they give their all, not just a

SINCRONIZZARCI, CIOÈ CONVERGERE SU UN'OPPORTUNITÀ

Il nostro tempo migliore è sempre il tempo di una novità, ossia di un inizio, di un cominciare. 'Cominciare', secondo l'etimo latino originario, indica un 'entrare-insieme'. Ogni inizio, infatti, è attraente e fa convergere le persone che condividono il desiderio di un tempo di qualità. La trama di relazioni che emerge attorno a *questo* tempo è sempre diversa da quella che risulta dall'incrocio delle agende. Molto più impegnativa ma più potente ed efficace. Le persone che decidono di stare di fronte al tempo delle loro Imprese nella certezza di essere convocate a qualcosa di significativo, infatti, convergono destabilizzando le abitudini e gli schemi in maniera tanto profonda quanto feconda. Il tempo che ciascuna di esse è capace di mettere a disposizione — di *sincronizzare* — coincide con tutta la loro persona, non con un pezzo di esse. E il primo tempo che queste persone *co*-abitano non è quello del progetto, del possibile, ma è il *presente*.

È il presente il primo tempo che convoca, non il futuro. E le persone veramente deste si sincronizzano innanzitutto sulla densità del presente, sull'urgenza di riconoscere ciò che di promettente *questo* momento ha da offrire. Ci sono parole per noi usuali che dicono in maniera chiara l'esperienza di questa eccedenza del presente: desiderio, volontà, responsabilità, promessa, progetto. Parole, guarda caso, che possono significare qualcosa solo se il tempo non è solo il flusso di un processo e se il presente non è solo ciò che posso registrare su un foglio elettronico. Riscoprire questa esperienza del tempo di qualità non è un'Impresa facile. È una sfida che, innanzitutto, esige che si sia disposti, paradossalmente, a *prendersi il tempo* per farlo.

Occorre infatti (re-)imparare a concepire (e vivere) un tempo diverso da quello che è troppo spesso guardiamo come il sorvegliante muto dei nostri sforzi. Bisogna cioè *darsi* un tempo 'diverso' e migliore: un tempo innanzitutto per pensare. Il nostro tempo migliore, lo abbiamo visto, è tale innanzitutto per la maggiore coscienza che ha da offrire. Le persone veramente deste, *presenti*, sincronizzano i propri tempi su qualcosa di profondo ed attraente che merita di essere meglio compreso. Darsi tempo per questo consentirà di vedere gli eventi perdere la loro opacità ed estraneità lasciando trasparire significati e, quindi, possibilità nuove, capaci di suscitare energie e scenari nuovi. D'altra parte, se ci pensiamo bene, è la profondità della persona il luogo di ogni vera accelerazione e *le vere trasformazioni (esponenziali) sono quelle delle persone che cambiano, che crescono assieme*.

piece of themselves. And the prime time that these people cohabit is not about looking ahead to the possible; it is the present.

The present is the prime time that calls us, not the future. And the really sharp people synchronise first of all on the richness of the present, on the urgency of recognising what promising things this moment has to offer. The experience of this superabundance of the present finds clear expression through some familiar words: desire, willingness, responsibility, promise, forethought. Words, incidentally, that mean something only if time is more than just the flow of a process and if the present is more than just what I can record on a spreadsheet. Rediscovering this experience of quality time is no easy task.

It is a challenge that, more than anything, demands a readiness (paradoxically) to take the time to do it.

Indeed, it requires us to (re)learn to conceive of (and to experience) time as something other than what we too often perceive as the dumb overseer of our efforts. That is, we need to give ourselves "different" and better time: above all, time to think. As we have seen, our best time is such primarily because of the greater awareness it offers. The truly sharp people, people who live in the moment, synchronise their time on something profound and attractive that is worth understanding better. As we make time for this, events will cease to appear opaque and distant, allowing meanings to shine through and, with them, new possibilities, summoning new scenarios and energies.

Besides, if we reflect carefully, every real leap forward comes from the depths of the human character, and the real (exponential) transformations are prompted by people who change and grow together.

STORIES /#1

What is

In quanti modi definiamo la misura del tempo?
How many ways do we have for measuring time?

In che modo, oggi, la distanza crescente in Azienda tra chi gestisce e chi fa alimenta incomunicabilità dovuta alla diversa percezione sull'unità di misura del tempo tra "il dire e il fare"?
How does the growing detachment in contemporary business between Managers and workers fuel communication problems due to differing perceptions of the unit for measuring the time between "words and deeds"?

Qual è l'unità di misura del "tempo del fare" e del "tempo per pensare"?
What is the unit of measurement for the "time for doing" and the "time for thinking"?

What if

In che modo, domani, possiamo lavorare per favorire la comprensione delle diverse unità di misura di tempo di chi collabora ad un progetto?
How can we improve tomorrow's understanding of the different units of measuring time among those working on a project?

MISURARE IL TEMPO/
RI-CONOSCERE NUOVE MISURE

Un tempo (misurato) comune è, forse, la primissima esigenza di ogni relazione sociale. E questa si basa sull'individuazione di un elemento ripetitivo. Di un sempre uguale che torna (secondo, minuto, ora, stagione...). Il tempo è unità di misura dei nostri sforzi, modulo per pianificare le nostre attività.

Interpretiamo il tempo allora in modi diversi:

1- Tempo come rivelazione: l'appuntamento come unità di misura rivelatrice.

Al tempo è necessario chiedere che esso riveli qualcosa. Il tempo quindi dev'essere vissuto come occasione di appuntamenti (e di novità). L'appuntamento è la prima forma di controllo del tempo che realizziamo.

2- Tempo come ritmo: riconoscere la nostra ignoranza.

Per "gestire tempi forti/deboli, per gestire tempi singoli/collettivi, per definire i "ritmi del nostro progetto" dobbiamo conoscere e avere esperienza di quello che facciamo.

La percezione del tempo non è, però, uniforme. L'allontanamento sempre più evidente tra chi gestisce e chi "fa" porta a non comprendere i tempi reali e scatena incomunicabilità, generando conflitti.

Le nostre misure non sono più attuali: ritornare al saper fare, alla dimensione del "maker", ci permette di comprendere meglio i tempi necessari che servono per realizzare progetti, fare accadere cose, gestire appuntamenti. Misurare il tempo e quindi saperlo progettare, vuol dire trovarsi nelle condizioni migliori per progettare tempo sostenibile. Uno dei principali motivi di disallineamento rispetto al tema tempo in Azienda è dato dal "peso specifico" diverso del tempo stesso, attribuito da persone che si occupano di aspetti diversi dello stesso progetto. Il tempo per pensare è più leggero del tempo per del fare.

MEASURING TIME/
REDISCOVERING NEW MEASURES

Common (measured) time is, perhaps, the very first requirement for any social relationship. This is based on identifying a repetitive element, one that is always the same, that recurs (seconds, minutes, hours, seasons, etc.). Time is the unit for measuring our efforts, a framework for planning our activities.

So we interpret time in different ways:

1- Time as revelation: the appointment as a unit of measurement that unveils.

We need to ask time to reveal something. Time, then, must be seen as an opportunity for appointments (and something new). The appointment is our primary means of controlling time.

2- Time as tempo: recognising what we don't know.

To handle times of varying intensity, to manage individual and collective rhythms, to establish how our project "flows", we must get to know and have experience of what we do.

Time, however, is not perceived the same by everyone. The increasingly evident divide between Managers and "doers" breeds misunderstandings about the actual timescales, triggering communication problems and creating conflict.

Our yardsticks are outdated: by refocusing on know-how, on the dimension of the "maker", we can better understand the time needed to complete projects, to make things happen, and to handle appointments. Measuring time, and thus knowing how to plan it, enhances our ability to plan sustainable time. One of the main causes of misalignment concerning time in business is that people who deal with different aspects of the same project attribute different "specific weights" to time. The time for thinking is less "weighty" than the time for doing.

HOW CAN WE TAKE AN ACTIVE (NOT A PASSIVE) APPROACH TO TIME?

ENTROPY
ALIBI
the UNFORSEEN
Multiple times
Give thinking time a value
Create flexibility
MEASURE THE TIME

DESIGNED TIME vs UNEXPECTED TIME

Better time

Accellerate the TRASFORMATION

Create time to SIMPLIFY ORGANIZE ACT

Catch up with time

COME POSSIAMO AGIRE IL TEMPO E NON SUBIRLO?

Oggi diventa urgente misurare il tempo e quindi saperlo progettare. Questo significa trovarsi nelle condizioni migliori per progettare tempo sostenibile per realizzare progetti, fare accadere decisioni, gestire appuntamenti. Bisogna trovare la giusta misura del nostro tempo: un tempo non subìto, ma riconosciuto e vissuto.

La sfida: Un tempo da prendere e non da perdere. Un tempo di valore per creare valore. Un tempo per "scrivere la nostra sceneggiatura" e, quindi, trasformare il senso delle cose.

Nowadays, there is an urgent need to measure and thus plan time. That means creating the optimal conditions for planning sustainable time for implementing projects, enacting decisions, and holding appointments. We need to find the right measure for our time: a time that we do not endure but recognise and experience.

The challenge: seeing time as something to seize and not to waste. Valuable time for creating value. Time for "writing our script" and thus transforming the meaning of things.

Oggi, prendersi il tempo e non subire il tempo significa ritornare a pensare per agire. L'unità di misura del tempo è determinata da due variabili: la sincronicità delle attività tra pensare e agire e la sostenibilità delle stesse attività. Il giusto equilibrio determina nuova visione per il futuro.

Today, actively taking time not passively enduring time means going back to thinking in order to act. The unit of measure for time is determined by two variables: the synchronicity of the activities from thinking to acting, and those activities' sustainability. The right balance yields a new vision for the future.

DESIGN **time for** EVERY *situation*

A time to **TAKE** and not to WASTE

A time to **CREATE** SUSTAINABLE VALUE

MEASURE TIME THAT CREATES SENSE AND VALUE FOT THE COMPANY

Better TIME MEASURES:

PERCEPTION FORLASTING WELL–BEING BALANCE

A TIME **TO ACT** AND NOT TO BE PASSIVE
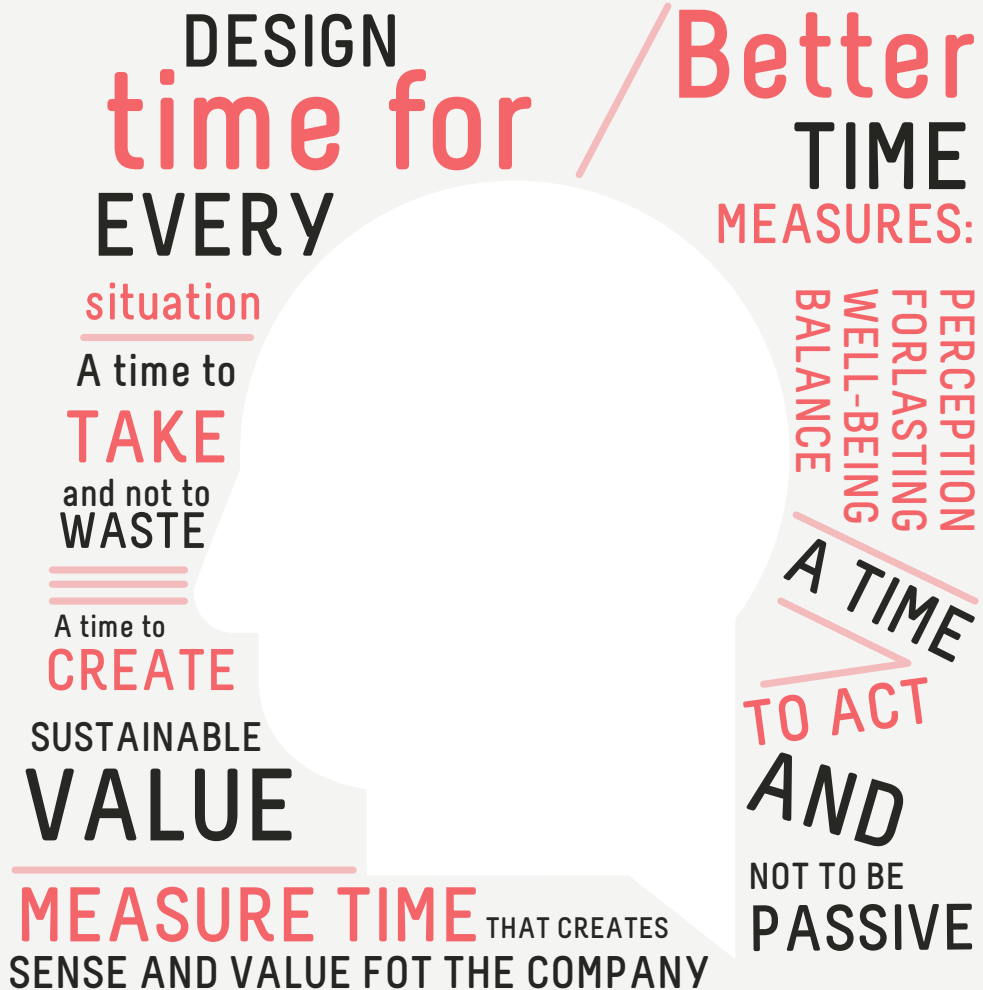
Le parole dell'Impresa oggi: progettare, prevedere, decidere, collaborare, agire. Ognuna di queste parole racconta un aspetto decisivo dell'Impresa. Rivela una precisa quantità di tempo dedicata: misurare il tempo e quindi saperlo progettare, vuol dire trovarci nelle condizioni migliori per progettare tempo sostenibile e agire di conseguenza.

The vocabulary of today's business: planning, foreseeing, deciding, collaborating, acting. Each of these words expresses a decisive dimension of business. It reveals a precise and dedicated amount of time: measuring time, and thus being able to plan it, enhances our ability to plan sustainable time and hence to take action.

STORIES /#2

What is

In che modo oggi nelle Aziende manca sincronia tra persone/funzioni rispetto ai progetti?
How are synchrony between people/departments and compliance with plans lacking in today's businesses?

Quanto si riesce a utilizzare nei progetti il proprio 'tempo migliore' a beneficio del risultato?
To what extent do we use our "best time" in projects to achieve better results?

In che modo si può essere disponibili ad arginare le richieste di tempi non compatibili con il proprio 'tempo migliore' per produrre valore adeguato?
How can we ready ourselves to decline requests for our time that are incompatible with our "best time" in order to produce added value?

What if

In che modo, domani, possiamo generare maggiore sincronizzazione nelle organizzazioni e nella gestione dei progetti?
How can we improve synchronisation in organisations and in project Management tomorrow?

Quali sono gli elementi esterni al perimetro verso cui si dovrebbe decidere di sincronizzarsi?
With which elements outside the perimeter should we decide to synchronise?

SINCRONIZZARE I TEMPI MIGLIORI

Per gestire gli appuntamenti, cioè i momenti significativi della storia di ciascuno, si devono coniugare velocità e tempi diversi. Sono, però, tempi 'diversi' conciliabili?

Timetable, agenda, calendario: è solo questa l'unica sincronizzazione possibile? E il tempo cos'è, solo un contenitore? O uno spazio da assemblare ad altro?

La sincronia, quella che dà significato al tempo e produce cambiamento, è data dalle trasformazioni delle persone che crescono assieme e condividono i loro tempi migliori. Perché il tempo conta se si porta qualcosa di significativo, di nuovo, se si è presenti fino in fondo, come attori consistenti e capaci di generare nuovi inizi. Il 'tempo migliore' non è un tempo di grandi azioni, ma di maggiore coscienza.

E se ciascuno è consapevole del proprio ruolo nella storia, egli farà sì che il suo tempo entri in sinergia con i tempi degli altri e del progetto.

La sfida è, quindi, ricercare le condizioni per prendersi tempo 'diverso' e migliore, un tempo per pensare. Un tempo in cui le cose assumono una profondità, e lasciano trasparire un significato e possibilità nuove.

SYNCHRONISING BEST TIMES

Managing appointments – the significant moments in anyone's life – takes a combination of speed and different times. But are "different" times reconcilable?

Timetable, agenda, calendar: is this the only possible way to synchronise? And what is time? Is it just a container? Or it's a space to connect with something else?

Synchrony, which lends meaning to time and generates change, comes from the transformations of people who grow together and share their best times. Because time counts if it brings something significant, something new, if we are present deeply, as serious players capable of generating new beginnings. Our "best time" is a time not of great actions but of greater awareness.

And if each person is aware of their role in the story, then they will ensure that their time synergises with the others' and the project's.

The challenge, then, is to find the conditions to make "different" and better time, to take time to think. Time where things acquire a profundity and exude new possibilities and meaning.

#1
HOW CAN WE IMPROVE SYNCHRONISATION IN ORGANISATIONS AND PROJECTS?

EMPTY vs **BETTER**time
NOW!

Unproductive
It's the one I control

IT'S
the one that leaves a trace
the one that makes me decide
a valuable time
a time to share

GIFT
Not being afraid to stop
Being aware of needing time
PROTECT
OBSESSION

COME GENERARE MAGGIORE SINCRONIZZAZIONE NELLE ORGANIZZAZIONI E NEI PROGETTI?

Oggi, la vera sfida è trovare dei momenti per vivere il presente. Sfidare la produttività quotidiana e prendersi del tempo "non–produttivo" per pensare e agire in un tempo migliore, di qualità. Bisogna essere sperimentatori e attivare momenti collettivi per generare innovazione.

The real challenge today is to find opportunities to live in the present. Challenging everyday productivity and taking the "non-productive" time for thinking and acting in a better time, quality time. We need to become experimenters, to create collective opportunities to innovate.

Il Manager oggi deve essere consapevole di dover prendersi il tempo, non aver paura di fermarsi e sincronizzare la sua agenda con le diverse dimensioni dell'Impresa. Emerge la necessità ADESSO di costruire nell'Impresa un tempo di qualità.

Nowadays Managers must be aware of the need of taking time, they mustn't be afraid of stopping and syncing their agendas with the different dimension of the company. It's emerging NOW the need to build a time of quality within companies.

Taking time to...

TRAIN YOURSELF TO THINK

GIVE yourself some **GOALS**

Suspend the obligation of **productivity**

Structure a method – Think in a group – involve others – Leave the company know the context

POLLINATE yourself

BALANCE between productive time **AND** unproductive time

SYNCHRONISE TIME:

IT CAN BE DONE!

MANAGE different thinking **SPEEDS**

Il tempo di qualità, il tempo migliore è una scelta per la persona e per l'Impresa. Emerge la necessità di vivere il presente in sintonia e in sincronia con gli altri. Decidere della propria agenda, per programmare un appuntamento con un tempo di qualità.

The time of quality, the best time, is a choice bot the individual and the company have to made. It is necessary to live the present in tune and in sync with the others, to organise your own in order to plan an appointment with a time of quality.

#2
HOW CAN WE IMPROVE SYNCHRONISATION IN ORGANISATIONS AND PROJECTS?

TIME'S
QUALITY
=VALUE

break the rules
break the mould
use intuition

SLOW TIME

DYSTONIC
TIME

MERITOCRACY

structure rewards
to requalify
people's

POSITIONS
&TIME

INTUITION
PROJECT
SPACE

I take you out for dinner

COME GENERARE MAGGIORE SINCRONIZZAZIONE NELLE ORGANIZZAZIONI E NEI PROGETTI?

Pensiamo a un progetto, a quello di una persona, di un nuovo servizio, di un'Impresa… Quanti tempi, sequenze, fattori, dobbiamo gestire? Per gestire i nostri appuntamenti dobbiamo mettere insieme velocità e tempi diversi. Dobbiamo creare dei vasi comunicanti continui tra ME e WE, spazi di conversazione che costruiscono senso e valore. Progettare "momenti" per dare forma a un tempo di valore per noi e per l'Impresa. La sfida: creare momenti di conversazione. Creare spazi di collaborazione. Creare appuntamenti collettivi.

Think of a project – for a person, a new service, a business … How many factors, sequences and "times" are there to manage? To manage our appointments, we must combine speed and different times. We must create a continual exchange between ME and WE, opportunities for conversation that build meaning and value. Planning "moments" to shape a time that is valuable for us and for the business. The challenge: to create opportunities for conversation; to create room for collaboration; to create collective appointments.

Sincronizzare i tempi dell'Impresa significa creare nuovi spazi di pensiero personali e collettivi che generano intuizioni, progetti. Dobbiamo creare armonia nella sincronicità dei tempi dell'Impresa per generare "uno slow time" di qualità che genera nuovo valore.

Synchronising the business's times means creating new room for personal and collective reflection to create insights and plans. In synchronising the business's times, we must build the harmony to generate quality "slow time" that stimulates new value.

EXCELLENCE
breaking away from the
pattern of contrast
VS

learn to understand

to find a
HARMONIC
RELATIONSHIP
BETWEEN
MUTUAL
TIMES

people's
RIGHT
TIMES
and help them
to find out

SYNC

dare
to better
your
SENSITIVITY

EVERY
THING
HAS
ITS OWN
TIME:
LET'S FREE IT!

management
able to give answers

we need to switch from
SYNCHRONIZATION
TO
SYNCHRONICITY
because
we need
HARMONY

BEING ABLE TO CHOSE
PEOPLE AND THEIR JOBS TO HARMONIZE WORK

Oggi, il vero valore per il domani è la creazione di momenti di conversazione e di confronto. La conversazione ci permette di preparare le persone a riconoscere il loro tempo migliore e a prendere consapevolezza che sincronizzare dei tempi del singolo e della collettività genera valore.

The real value that we can create for tomorrow is opportunities for conversation and discussion. Through conversation, we can prepare people to recognise their best time and to realise that synchronising individual and collective time generates value.

STORIES /#3

What is

In che modo, oggi, sei consapevole della diversa modalità con la quale nel tuo contesto sono gestiti scadenze e appuntamenti?
How aware are you today of the different ways in which deadlines and appointments are approached in your company?

Osservando i tuoi collaboratori, quali differenze noti oggi nel come affrontano scadenze e appuntamenti?
Looking at your colleagues, what differences can you see today in how they tackle deadlines and appointments?

Nel prepararti a gestire in prima persona scadenze e appuntamenti in che modo varia il tuo vissuto (soddisfazione, ansia, preparazione, creatività, …)?
What different feelings do you experience when preparing for your deadlines and appointments (satisfaction, worry, readiness, creativity, etc.)?

What if

In che modo, domani, possiamo generare valore distinguendo e bilanciando, in modo più efficace e consapevole, scadenze e appuntamenti in Azienda?
How can we generate value tomorrow by more effectively and wisely balancing and distinguishing between deadlines and appointments in business?

DALLA SCADENZA ALL'APPUNTAMENTO

Oggi le Imprese fanno ma non si prendono il tempo di esserci, di pensare e di progettare un tempo da cui sia possibile aspettarsi qualcosa. Quello che ci attendiamo dal nostro fare, dal nostro agire, dal nostro stesso programmare, dipende innanzitutto da noi e da come interpretiamo e gestiamo il tempo, non dal tempo stesso inteso come un flusso opaco.

Gestendo il tempo 'per scadenze' portiamo a casa un risultato, ripetiamo la via più veloce per lavorare di efficienza, applichiamo la modalità più sperimentata per garantire efficacia. Facciamo una serie di 'copia e incolla' che, alla fine, portano a risultati meno innovativi e soddisfacenti. Quando si prende un appuntamento, si ha il tempo di definire un obiettivo, di scegliere tra più opzioni quella che meglio si adatta, ci si prepara a vivere l'appuntamento, a generare valore con l'interlocutore, collocando il "qui e ora" come elemento di progettazione del futuro. E se a una scadenza si può presentare un prodotto, ad un appuntamento ci si deve andare in quanto persone, in quanto soggetti.

Anche la sincronia gioca un ruolo importante. Si pensi alla circostanza in cui ci si presenta ad un appuntamento con una persona che sta vivendo quello stesso momento come una scadenza. Lo scambio sarà caratterizzato dall'assenza di sincronia, i momenti migliori di un interlocutore non coincideranno con quelli dell'altro e si vivranno frustrazioni diverse: l'uno vivrà la "perdita di tempo", l'altro la "perdita di un'occasione a causa del tempo".

In questo caso la sfida è essere in grado di bilanciare efficacia ed efficienza. Si deve poter definire un perimetro entro il quale è produttivo lavorare per emergenza e difendere con consapevolezza e determinazione quegli appuntamenti che ci consentono di generare valore sia individualmente sia, grazie alle connessioni con altri 'momenti migliori', collettivi.

FROM DEADLINE TO APPOINTMENT

Companies today act without taking the time to be present, to think and to plan a time that can be expected to yield something. What we expect from our acts, actions and planning depends primarily on us and how we conceive of and manage time – not on time itself considered as an inscrutable flow.

In managing time "by deadlines", we bring home the bacon, we ingrain the fastest and most efficient way to work, and we apply the tried and trusted approach that ensures effective results. We act by "cutting and pasting", which ultimately leads to less innovative and less satisfying results. When you make an appointment, you have the time to define a goal, to choose the most suitable option; you prepare to experience the encounter, to create value with the other person, using the "here and now" to help plan the future. At deadlines you can present products, whereas at appointments you have to go as people, as participants.

Synchrony, too, plays an important role. Imagine attending an appointment with someone who is treating it as a deadline. The interaction will lack synchrony; one participant's best moments will not coincide with the other's. Both will be frustrated, for different reasons: one will consider the meeting a "waste of time"; the other, "an opportunity wasted because of time".

In this case, the challenge is to balance effectiveness and efficiency. We must be able to define a perimeter within which we can productively work on emergencies while determinedly and sagely defend those appointments that enable us to generate value both individually and – by connecting with other "best moments" – collectively.

HOW CAN WE GENERATE VALUE WHILE DISTINGUISHING MORE EFFECTIVELY AND WISELY BETWEEN DEADLINES AND APPOINTMENTS IN BUSINESS?

Time of **QUALITY**

URGENCY
QUALITY
OPPORTUNITY
ANXIETY
PLAN

concreteness Method
Motivate people to design 'time'
Carve out better time to think, to act

Appointments create new creativity
Appointments create Method

from **DEADLINE**
to **APPOINMENT**

COME GENERARE VALORE DISTINGUENDO, IN MODO PIÙ EFFICACE E CONSAPEVOLE, SCADENZE E APPUNTAMENTI NELL'IMPRESA?

Oggi diventa urgente recuperare tempi di qualità per avere uno sguardo progettuale sul presente, il presente che abitiamo, e proiettarlo in avanti, nel futuro prossimo. La sfida è non perdere l'occasione di cogliere l'attimo e creare appuntamenti per pensare, riflettere e progettare le sfide dell'Impresa nel breve e lungo periodo.

La sfida: Agiamo il presente, Definiamo le scelte prioritarie, Immaginiamo il futuro.

There is a now pressing need to make quality time for developing a forward-looking perspective on the present in which we live and to project it into the near future. The challenge is to seize the moment, to create appointments for thinking, reflecting and planning about the short- and medium-term business challenges. The challenge: to act in the present; to define our priorities; to imagine the future.

L'obiettivo delle aziende oggi, diventa non più fare ma esserci. Esserci, per pensare. Gestendo il tempo 'per scadenze' portiamo a casa un risultato, creiamo concretezza quotidiana. Prendersi un appuntamento, crea tempo di qualità. Progettare i nostri futuri appuntamenti come persone, come Imprese come società ci permette di dare forma alla nostra storia.

The goal to businesses today is not "making" but "being". Being to think. By treating time as a sequence of deadlines, we achieve a result, and we work to create something concrete in the everyday. Making an appointment means creating quality time. By planning our future appointments as people, as businesses and as a society, we can shape our own story.

GENERATE

TRAIN
people

define ROLES

CREATE

CROSS-
COMPETENCIES

How to turn
a tactic into strategy?

The moment
of thoughts

New creativity
for the company

It allows us
to face the
transformation
of the context

BETTER
TIMES

Create
Methods

EFFECTIVENESS
VS EFFICIENCY

DESIGN based on
cooperation

La sincronia gioca un ruolo importante. La sfida, oggi, è essere in grado di bilanciare efficacia ed efficienza nel sapere determinare il confine tra scadenze quotidiane e appuntamenti che devono generare valore sia individuale sia, grazie alle connessioni con altri 'momenti migliori', collettivo per l'Impresa.

Synchrony plays an important role. The challenge today is to balance effectiveness and efficiency while drawing a line between everyday deadlines, on one hand, and appointments, on the other, that must generate value both individually and – by connecting with others' "best moments" – collectively for the business.

Logotel

making together.