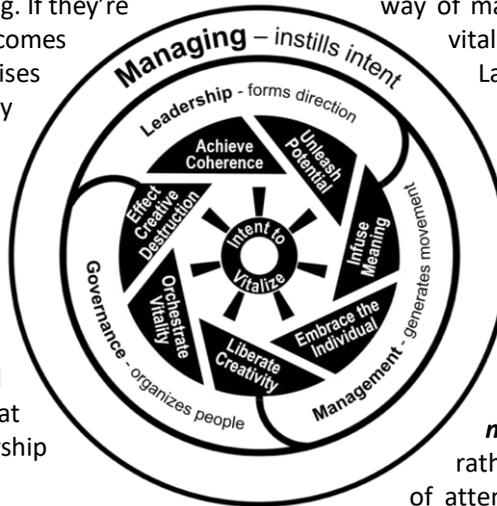


Manage Managing

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If you want your enterprise to thrive forever, first manage your way of managing.

Leadership and management cannot be isolated within enterprises. As business guru Henry Mintzberg states, an “executive cannot lead without managing. If they’re not coupled, the organization becomes dysfunctional.” Their inseparability arises from the fact that they are not two wholly distinct sets of practices, but rather two facets of how an enterprise *instills intent*. This is the simplest definition of *managing*. Where managing exercises intent (that generates the nature of the enterprise), leadership *forms direction* (that points to objectives in accord with the intent), and management *produces movement* (that takes the organization where leadership points).



rewards. Managing to optimize, no matter how effective in the short term, always degenerates an enterprise, for such a way of managing cannot possibly sustain enterprise vitality in the gales of creative destruction. Lacking timely intervention by a heroic leader, authoritatively managed enterprises fall into mediocrity and eventually fail as they are unable to innovate and regenerate at a pace faster than their ecosystem.

But there is a better way of managing – managing that organically regenerates an enterprise. In stark contrast to authoritative managing, **regenerative managing** explicitly intends to *vitalize*, rather than optimize, the enterprise. So instead of attempting to achieve enterprise stability and predictability, it overtly re-creates the enterprise repeatedly while creating surprises along the way.

There is a third element, of course, one just as inseparable from the others lest the organization become dysfunctional: *governance*. Governance *organizes people* within the enterprise to act out its intent by the way it establishes rewards and arranges power.

Regenerative managing forms direction by inspiring people with meaning. It orchestrates movement by equipping individuals – fostering, balancing, and integrating their learning and development with enterprise innovation and operation. And it organizes people intrinsically, which engenders their full engagement in their work. Embracing regenerative managing unlocks the natural capability of both people and enterprises to thrive with the endless opportunities produced by the dynamic disequilibrium of healthy economies.

So, managing brings about, operates, and perpetuates the enterprise through the triumvirate of leadership, management, and governance. All three of these facets reside in every practice of the enterprise, as does managing itself, even if only implicitly so.

Begin your journey to revise your way of managing by first understanding what managing can be when leadership, management, and governance come together to vitalize, and thus regenerate, your enterprise. Begin by managing your way of managing. Intend to vitalize your enterprise and enable it to thrive forever!

But think about how executives treat these facets in traditionally run enterprises – what Mintzberg railed against. The conventional way, what we call *authoritative managing*, strains to separate leadership, management, and governance into distinct domains, with only certain people allowed to carry out each one. Moreover, executives who employ authoritative managing have as their core intention *optimizing* the enterprise, whether by design or by default. This intent to optimize causes them to lead by commanding people with directives, manage by controlling them with restrictions, and govern by coercing them with monetary

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Authoritative vs. Regenerative Managing

Ways of Managing	Dimensions	Managing			
	Factors of Enterprise Trajectory	Exercising Intent	Leadership Forming Direction	Management Producing Movement	Governance Organizing People
Authoritative	Aim	Profit	Guidance	Execution	Conformity
	Prescription	Degenerate	Direct	Restrict	Reward Monetarily
	Hallmarks	Optimization	Command	Control	Coercion
Regenerative	Aim	Purpose	Relatedness	Competence	Autonomy
	Prescription	Regenerate	Provide Meaning	Orchestrate	Motivate Intrinsically
	Hallmarks	Vitalization	Inspiration	Equipping	Engagement