

Allow me to present you with some excerpts from a book I am busy reading. I must confess I am fascinated by the contents of “**Movers and Shakers**”. The book gives 4 pages description of the influence and highlights of each person. The first half is dedicated to “Management Thinkers” and the second half to “Business Giants” - the time span is from the second half of the 19<sup>th</sup> century up to 2003.

The excerpts are taken randomly. I would strongly recommend the reading of this book.

Let me begin with a quotation of my own (I think it is original):

## **“SPEND TIME MAKING MONEY - NOT SAVING MONEY”**

*"The new moral contract*

*(Page 66.)*

*In the past, the contract between organisations and employees promised relative security in return for conformity. In the 1980s and 1990s, however, this changed: job security was undermined by downsizing and re-engineering, while managerial approaches such as total quality management and customer focus demanded more involvement and initiative from employees. The new contract Ghoshal proposes is based on developing employability, and providing challenging jobs rather than functional boxes. It should be viewed neither as altruism on the company's part nor as something imposed on employees. It is, rather, a new management philosophy that recognises that personal development both improves employees' performance and makes them more employable in their future working lives, and that market performance stems from the initiative, creativity, and skills of all employees, and not just the wisdom of senior management.*

*Such a contract involves a great leap for both organisations and employees. Employers must create a working environment with opportunities for personal and professional growth, within a management environment in which it is understood that talented, growing people mean talented, growing organisations. Employees must make great commitment to continuous learning and development, and accept that, in a climate of constant change and uncertainty, the will to develop is the only hedge against a changing job market.*

### **Companies as value creators**

*Ghoshal feels strongly that organisations must **stop focusing** on squeezing out every last cost saving, waste reduction, or improvement in quality or efficiency. That may seem like the ultimate goal of TQM\* and continuous improvement, but organisations with that sole aim are only good at improving existing activities. Their emphasis is wholly on conservation, which, as Ghoshal points out, **Jack Welch of GE described as a 'ticket to the boneyard'.***

\*TQM=Total Quality Management

Another one on Strategic Planning: *“Anita Roddick, founder of the highly innovative Body Shop, is quoted as saying ‘I watch where the cosmetics industry is going and then walk in the opposite direction’*  
“ p78

In our industry the Movers & Shakers:

(each of these functions has one or more companies attached)

- Keep large stocks to immediately satisfy customer demand.
- Send large quantities of poles as far North as the equator on their own trucks.
- Regularly sell into North Africa.
- Despatch many containers of poles and laths into Europe.
- Sell beautiful garden products into Europe.
- Manufactures nish products or keep a much higher than industry standard in quality.

These companies are “**value creators**”!