



## Ideas, choices, opportunity

**When Editor Mike Jarrett invited me to write an opinion-column, ideas exploded.**

Masters all, you are the survivors of the Y2K fright; the 2000 dot-com bubble; the 2001 terrorist attack on the twin towers of the World Trade Centre; and, a decade of record-high Category 5 hurricanes. A scary decade indeed, with recollections of painfully learned leadership skills, tests of courage in the face of uncertainty and dealt with calloused toughness. No doubt you have collected a few 'learning scars.' Your cohort has been there, done that, and remains at the helm.

What 'take-away-value' exploding ideas to present from 30 years of corporate and floor experience sitting in my back pocket with its archive of anecdotal material;

you have to be grounded and build a structure — cast-in-place concrete and concrete block foundation walls — and practise chiselled-in-stone fundamentals of management. The principles of forecasting, planning, organising, commanding, co-ordinating, monitoring and managing are embedded in your daily operations. Interestingly, they come straight from Henri Fayol in his 1916 general theory of management tome, *Administration Industrielle et Générale*. All these are solid practices, offering safe-passage through the waters, proven and tested with decades of practice.

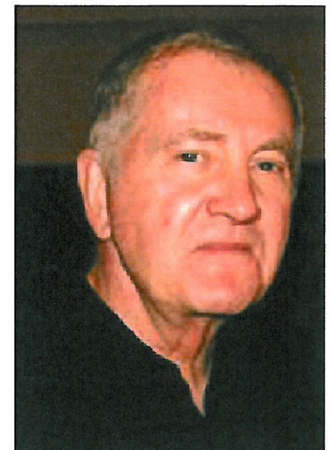
Coupled with Fayol, albeit with added refinements, is a tenured group that includes F.W. Taylor, F.B. Gailbrath, P.F. Drucker, and J.F. Walsh as well as several more honoured nota-

Command & Control Management? A disquieting thought from Gary Hamel's book *The Future of Management* comes to mind. He asks: "Who is Managing Your Business?" Hamel posits that these classic Command & Control Management gurus had better not be running your business — not if you want to stay and succeed in business today.

### Theory

Hamel challenges classic management theory and its practices. He argues that it is innovation in management — rather than insistence on operations, products or traditional strategies — that is most likely to create long-term advantage, support sustainability and profitability. Is Hamel suggesting we throw the anointed baby out with the bath water?

But wait, *volte-face!* It



By Joseph Cervenak

and of course, Green. A vocabulary list from "365 Words-A-Year 2011 Page-A-Day Calendar"? No, it is, instead, a new vocabulary of operative terms, survival mandates and a lexicon for what ... survival all over again? Hopefully more than survival, yes — oft in spite of ourselves — and knowing (as I was once unceremoniously admonished) that hope is not a strategy — we will, in fact, survive.

Viewing this perspective to my 'Janus View: Changes and Transitions 2011' and Fritz Pinnock's, 'Business Transformation and the Need for Change' both articles in a previous issue of *Caribbean Maritime*, we see a seismic shift in management style.

From Management 101, to Management 2011. Yes! However, let's back up to

## It's no secret that, to successfully survive in business, you have to be grounded and build a structure

from my office with its Mac, book shelves of texts, papers and magazines fighting for horizontal space; and yes, from Google?

It's no secret that, to successfully survive in business,

bles. Whatever be their somewhat homogenous flavour or spin, they are the revered deans at the College of Command & Control Management.

However, and there always seems to be a 'however',

is 2011 and our world is not what it was. Hamel just might be more relevant after we get through today.

Change, Creativity, Innovation, New Normal, Cloud Computing, Next New Thing

ensure we're again not thinking of throwing the baby out with the bath water. Let's take a short litmus 'are we' – 'yes-no' test for the key essentials of Management 2011: Strategy, Mindset, Process, Customer Practices.

### Strong

**Strategically** are we, as with our vessels, 'in class'? Are we foundationally strong and true to our pillared tenets of **V**ision, **M**ission and **P**urpose? Are we on track for where we want to go? If we don't know where we're going, careful, we just might get there. Indeed, this is 2011 and our world is not what it was. No! It is not 'my father's Oldsmobile.'

Is our **Mindset** challenging our creative quotients and our innovation metrics? Are we shifting our thinking from the left to the right side of the brain? Are we making time to read or at least to scan David Pinks' **A Whole New Mind** or Edward de Bono's 1989 classic, **Six Thinking Hats**? No? No quarter exists for neglect of new thinking.

Are our **Processes** ingrained with the habits of knee-jerk responses and unnecessary, unwanted, unneeded or redundant processes and practices? Raise your hand if guilty.

Are we process mapping—the first step in attacking process inefficiencies? Are we using IT to anywhere near its potential? As my daughter-in-law, CIO for a multi-billion-dollar medical services enterprise, constantly reminds me: "if you

do the same thing three times in a row, ... automate it!"

Are we taking advantage of the new and ubiquitous Swiss Army knife of business ... our smart phones? Is there anyone without one? Are we, with deliberateness, finding ways to use it in business — a barcode scanner, shipping/receiving dock checker, a photo memory for telephone numbers, a GPS, a flashlight, a text messenger and, yes, even as a communication device ... as a phone.

### Tools


A current Apple advertising tag touts that there is "almost no limit to what an iPhone can do," and there are over 350,000 apps available. It would be dreadful to put a limit on these tools.

**Customers are the magnum opus** of business. To satisfy an ever demanding and fickle public, Paola Antonelli of Design World notes quite tidily, "... give the world something it didn't know it was missing."

Are these rhetorical questions? I suggest not. In looking at my company I asked these same questions. At first, I was troubled and realised I already knew the answers. It's that I just refused to acknowledge it, and this hurts.

It matters not the appellation: Port Director, Dockmaster, Master Mariner, Captain, CEO, President, Chairman, Trader, Entrepreneur, or Dean. It is the need to go beyond intellectual acceptance that these are new times, and that 'new doings' are now needed.

We own the chisels to reshape that which is in stone and the knowledge that creativity and innovation will open new worlds and markets. We are most fortunate to have the natural blue seas and azure skies to gaze upon and try to imagine a Gary Hamlesque future.

We have ideas. We have choices. We have opportunity. 

#### YOU MAY WANT TO READ:

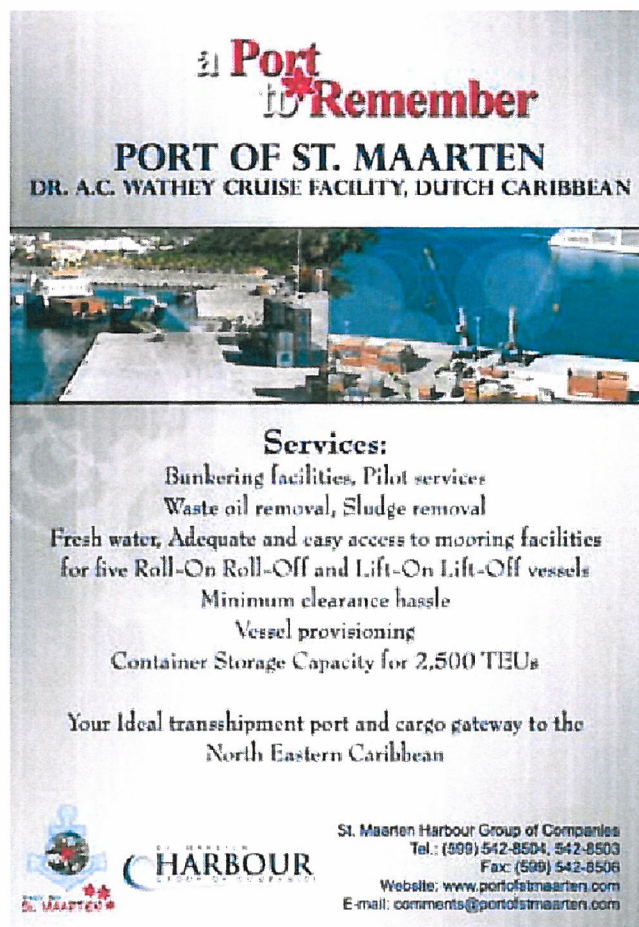
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• *The Future of Management*, Gary Hamel, 2007, ISBN-10: 1422102505 ISBN-13: 978-1422102503

• *A Whole New Mind*, David Pink, 2006, ISBN-10: 9781594481710 ISBN-13: 978-1594481710 ASIN: 1594481717

• *Six Thinking Hats*, Edward de Bono, 1989, ISBN 13: 9780316177917 ISBN: 0316177911



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