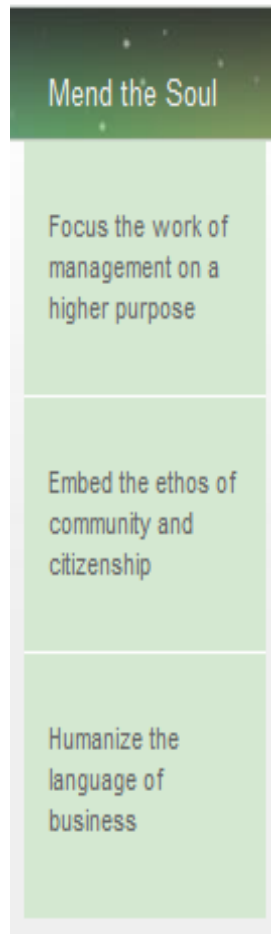


# Non-purchase, Non-share Employee Ownership

## Moonshot Effectiveness Assessment

Moonshots	Mend the Soul	Unleash Capability	Foster Renewal	Expand Minds	Distribute Power	Seek Balance
<p>The Management Moonshots are the heart and soul of the MIX — a roster of make-or-break challenges designed to focus the energies of management innovators everywhere. They emerged in response to a simple but profoundly urgent question: <b>What needs to be done to create organizations that are fit for the future?</b></p>	<p>1 Focus the work of management on a higher purpose 😊😊</p>	<p>4 Increase trust, reduce fear 😊😊😊</p>	<p>10 Make direction setting bottom-up and outside-in 😊😊</p>	<p>15 Enlarge the frame of management education 😊😊</p>	<p>18 Build "natural," flexible hierarchies 😊😊</p>	<p>23 Develop holistic performance measures 😊😊😊</p>
	<p>2 Embed the ethos of community and citizenship 😊😊😊</p>	<p>5 Reinvent the means of control 😊😊😊</p>	<p>11 Experiment more often and more cheaply 😊</p>	<p>16 Retool management for an open and borderless world 😊😊</p>	<p>19 Redefine the work of leadership 😊😊</p>	<p>24 Transcend traditional management trade-offs 😊</p>
	<p>3 Humanize the language of business 😊😊😊</p>	<p>6 Amplify imagination 😊😊</p>	<p>12 Create internal markets for ideas, talent &amp; resources 😊😊</p>	<p>17 Rethink the philosophical foundations of management 😊😊😊😊</p>	<p>20 Create a democracy of information 😊</p>	<p>25 Stretch management timeframes and perspectives 😊😊</p>
		<p>7 Enable communities of passion 😊😊</p>	<p>13 De-politicize decision-making 😊😊</p>	<p>21 Expand the scope of employee autonomy 😊😊😊</p>		
		<p>8 Capture the advantage of diversity 😊</p>	<p>14 Disaggregate the organization 😊😊</p>	<p>22 Encourage the dissenters 😊</p>		

# Employee Engagement through Non-purchase, Non-share Employee Ownership



The common purpose of the shareholder and the "human capital holder" enables greater focus on the organisational purpose and its long term objectives. The reduction in supervisory time spent by management will free leaders up to spend more time on the long-term sustainability of the organisation. This is likely to be a higher level than just profit and is likely to include its social and environmental contribution.

Wider ownership will increase a greater sense of community within the organisation and a greater sense of organisational responsibility to the outside community. This will lead to activity and discussions within the community and result in a more democratic organisation, which is more likely to incorporate the organisation's higher purpose. Citizenship and community do not mean that everyone will agree with each other and the organisation will face the challenges of any democratic community.

The approach starts with people and that people-centricity means that, by definition, it addresses the humanisation of business. Suddenly Human Assets are treated like assets, across the board.

# Employee Engagement through Non-purchase, Non-share Employee Ownership



The common ownership creates a greater sense of shared purpose which transforms the us (employees) and them (management and shareholders) to create a we mentality that diminishes the lack of trust implicit in "command and control" management.

Owners act differently to employees, so do not need the same degree of supervision. They will take greater responsibility for their own actions and the greater autonomy will likely create self-management that is far tougher than any external management while peer pressure will make them tougher on non-performers.

Owners are more open to seeing opportunities and envisioning change and coming up with new ideas.

Universal shared ownership will create a culture of shared values that will be passionate about creating an organisation that is as good as it can be: that is receptive to change and committed to continuous improvement.

With shared values and common purpose creating an organisation that is more likely to operate as a single team. In this context people will be appreciated for what they can contribute and diversity is less likely to be an issue or create a barrier to success.

People are working for themselves rather than others which will provide a platform for greater effort but, more importantly recognition as assets will encourage them to be the best they can and create a greater alignment between their work-life and their social life and lead to more fulfilling lives in general.

# Employee Engagement through Non-purchase, Non-share Employee Ownership

Foster Renewal
Make direction setting bottom-up and outside-in
Experiment more often and more cheaply
Create internal markets for ideas, talent & resources
De-politicize decision-making
Disaggregate the organization

The approach introduces a clear mechanism for involving the employees in the direction setting of the business. As owners they will be more concerned with the direction of the business and being closer to the day-to-day operations will have a better idea of where it should go.

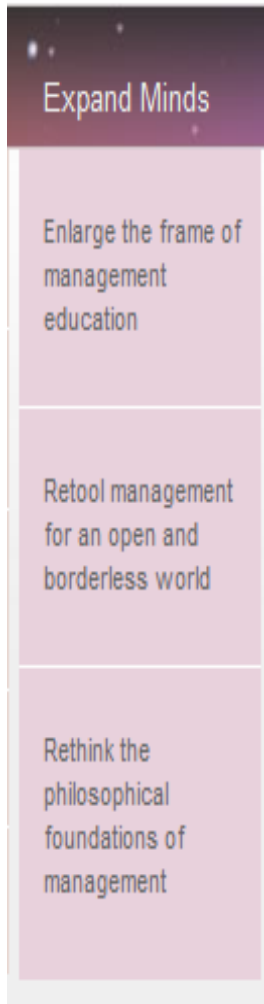
Ownership is likely to make people more open to new ideas while their need to solve problems as quickly as possible and as cheaply as possible will make them prepared to experiment more often and more cheaply.

Better information, greater transparency and the sense of teamwork and collaboration will increase people's contribution and make their skills and talents more likely to be recognised and appreciated and create an internal market where it is easier for their skills and talent to be used where needed.

Wider ownership with a greater sense of common purpose makes internal politicking far less likely. People will be working for the greater good and self-interest will soon be outed and crushed.

This approach enables the organisation to work more effectively as a single team and is thus more uniting than most other models. However, premised as it is on doing whatever is best for the greater good, it introduces new tools to look at the value of different parts of the organisation and can readily support disaggregation (or consolidation)

# Employee Engagement through Non-purchase, Non-share Employee Ownership



Valuing and accounting for people as Human Asset will bring make the management of people more empirical and bring it out of the "soft-skills" arena which management finds so uncomfortable and subjective. But at the same time it brings it more into line with the management of other assets and so will not provide a massive learning curve. Rather it will provide a basis for better evaluating many of the people management tools that are currently used.

Not yet identified, although it goes some way toward creating a more open culture.

Management recognises people as their most important asset but, because of historic accounting practice, behaves as though people are a cost. This approach counters that and will fundamentally change the foundations of management thinking and behaviour simply because it provides them with a mechanism for recognising and measuring the value of the human contribution. It will now allow them to behave in accordance with thinking that they are intuitively comfortable with and stop the knee jerk behaviors when times get tough. It will compel them to be better leaders rather than managers.

# Employee Engagement through Non-purchase, Non-share Employee Ownership



This solution could lead to flatter and more flexible structures as the owners adapt their organisation to better meet its objectives. Ownership will mean greater autonomy and less management, which will reduce the number of layers necessary.

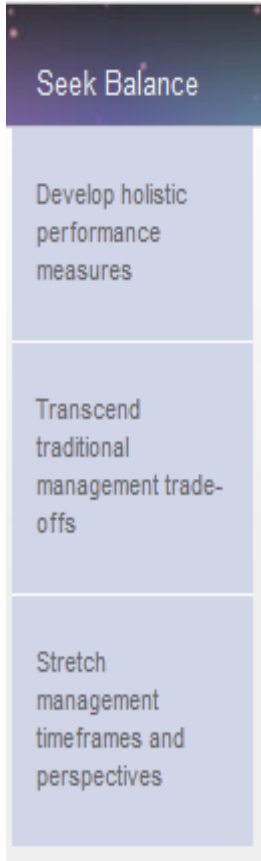
Leadership moves from 'taskmaster' to team captain

As owners people will need more information to enable them to operate more effectively and guide the organisation forward.

As indicated earlier, owners generally take a greater interest in their work and consequently need less supervision. Thus with clearly defined and agreed values they will have all they need for day-to-day decision making and self-management.

Greater recognition and ownership will create a more democratic environment and the teamwork to allow dissenters to make their case. However, if their concerns are overruled they will be expected to commit to doing their best to help make it happen. If they don't peer group pressure will probably be more effective in helping them move on.

# Employee Engagement through Non-purchase, Non-share Employee Ownership



The approach enables a range of performance measure that have only been dreamed about in the past. While they are not complete on their own they provide the missing element to traditional balanced scorecard measures that, when incorporated will provide more meaningful assessment of organisational performance

Not yet identified.

Employees perhaps have a greater interest than any other stakeholder in the long-term sustainability of the organisation as they suffer the most in the event of a corporate failure. This approach makes it easier for management to take a longer term perspective because the employee-owners will have more of a long-term focus.