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Why Opening Up Your Organization Matters

Whenever I talk with leaders of companies in industries from manufacturing to retail, from software to consumer goods, I hear a consistent theme: frustration that they can't move fast enough, given the organizations they have, to stay competitive. They know that capabilities like speed and agility are becoming the core of competitive advantage, and yet most of them struggle to keep their organizations moving as rapidly as all the changes in their environments. The typical chain of command is too slow to respond to opportunities. Central planning takes too long and consumes too many resources. Internal resources alone are too limited to address the challenges of today, let alone tomorrow.

To succeed, these leaders know they must build organizations capable of successfully navigating the challenges of a fast-paced environment, but they don't know where to start. That's because the