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MAKING PERFORMANCE WORK



Why performance systems have to change – how you should approach this:
From fixed to relative performance contracts, and towards simple,
ethical and empowering ways of dealing with value creation

BetaCodex Network Associates

Niels Pflaeging & Gebhard Borck & Andreas Zeuch

White paper Jan 2009 – Revised and extended Dec 2011, Feb 2013 and Jan 2023

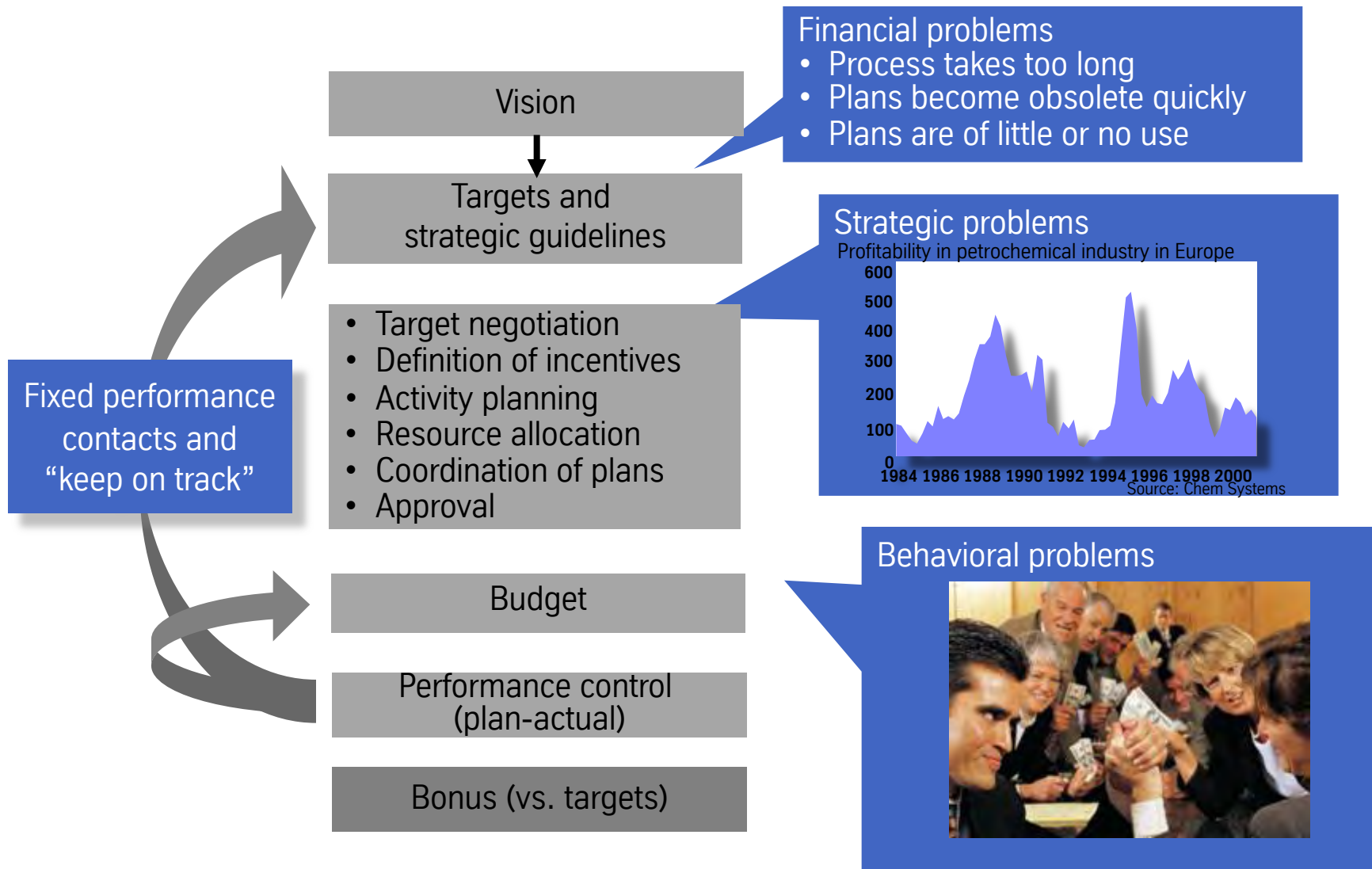
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Question: What's wrong with Performance Management as we know it?

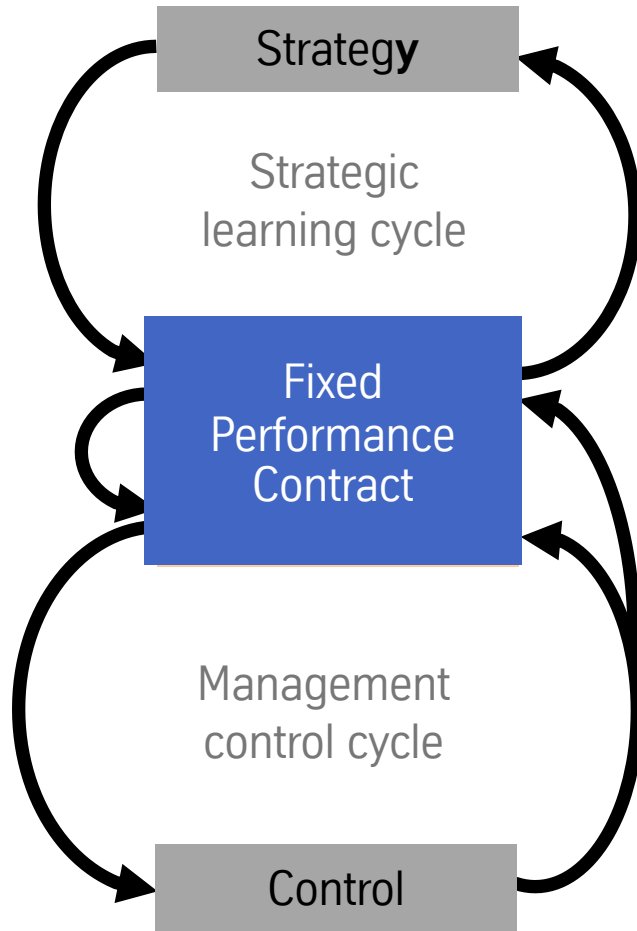
Answer: Almost everything.

This paper explores why most Performance Systems are broken, and how to reinvent them. Without reinventing the wheel

Traditional management processes keep teams from strategic thinking, and motivate counterproductive or unethical behavior



Management processes in command and control organizations are “straight jackets”



“Fixed” performance contract

- Period [Fixed]
- Targets [Fixed]
- Compensation [Fixed]
- Plan [Fixed]
- Resources [Fixed]
- Coordination [Fixed]
- Control [Fixed]
- Agreed through [Negotiation]
- Signed by: [Manager/Director]

Tayloristic management works like this: As *centralistic-burocratic hierarchies*, held together through a regime of *fixed performance contracts*!

Current practices are misaligned with the Critical Success Factors of today's competitive market places

Six “Critical Success Factors”

- **Fast response**
- **Innovation**
- **Operational excellence**
- **Customer intimacy**
- **Best team**
- **Ethical behaviour**

Value creation

Six examples of misalignment

- Annual planning process retards it
- Centralized bureaucracy stifles it
- *‘Spend it or lose it’* mentality fights it
- Short term targets prevent it
- Extrinsic ‘motivators’ undermine it
- Dysfunctional, even unethical behaviour conflicts with it


Inferior financial results

When pressure is applied, misalignment gets worse!

Chapter 1.

**Performance systems follow a deeply
misguided approach to dealing with future
and present performance**

About futurizing, planning,
forecasting and strategy and presence of mind



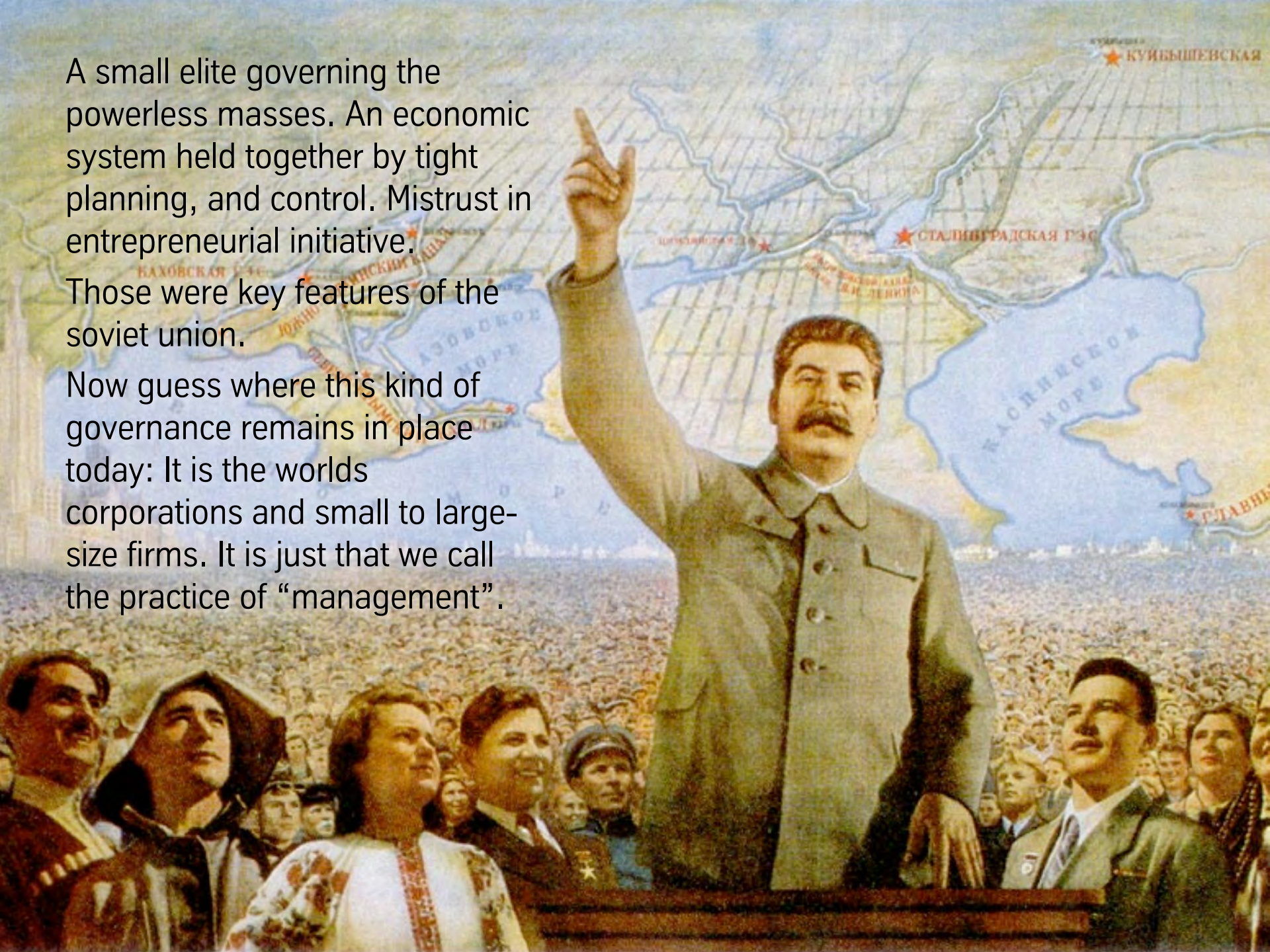
Can you read the future, from the bottom of a cup of coffee? Or do you have a crystal ball that lets you to look into the future? Can you read the cards and see what will happen next year? **Well, if none of this actually works**, and if we accept that it's impossible to predict the future, then why do we still spend massive energy and time on formal techniques that try to achieve just that for businesses?

**COMPANIES
DON'T
NEED
PLANNING
PERIOD**

A small elite governing the powerless masses. An economic system held together by tight planning, and control. Mistrust in entrepreneurial initiative.

Those were key features of the soviet union.

Now guess where this kind of governance remains in place today: It is the worlds corporations and small to large-size firms. It is just that we call the practice of “management”.



Organizations need a trust-based form of “future-directed thinking”, not planning-based command and control

The secret of success is not to foresee the future.
But to build an organization that is able to prosper in any
of the unforeseeable futures.

Michael Hammer



We have come to believe that the source of great performance is good planning. But planning actually never (ever!) is the source of performance. **Preparation** is. While planning means fiddling with the future (in your head), preparation means doing the real work, by becoming fit for performance. It enables individuals and teams to achieve high performance. Just like in a Racing Team. The situation pictured here is a fine example of a case where high performance is produced, and in fact required.



If you think about it, a Formula 1 team does not rely on intense planning at all. But on intense, and highly disciplined preparation. Things that teams like this indulge in are:

- 1. All-team mastery:** Every team member has to be a master. No exception. This enables the team to sense and respond. To improvise. To be intuitive. High-performance teams often have a no “baby-sitting” culture, internally.
- 2. Practicing. Practicing. More practicing.** You cannot run enough test races. Science calls this “deliberate practice” This is more than just practicing. In fact, science also shows that “talent” is completely overrated.
- 3. Intense and open communication flow.** Everyone is always up to date.
- 4. Rituals** for group cohesion and a culture aimed at winning together, not individually.

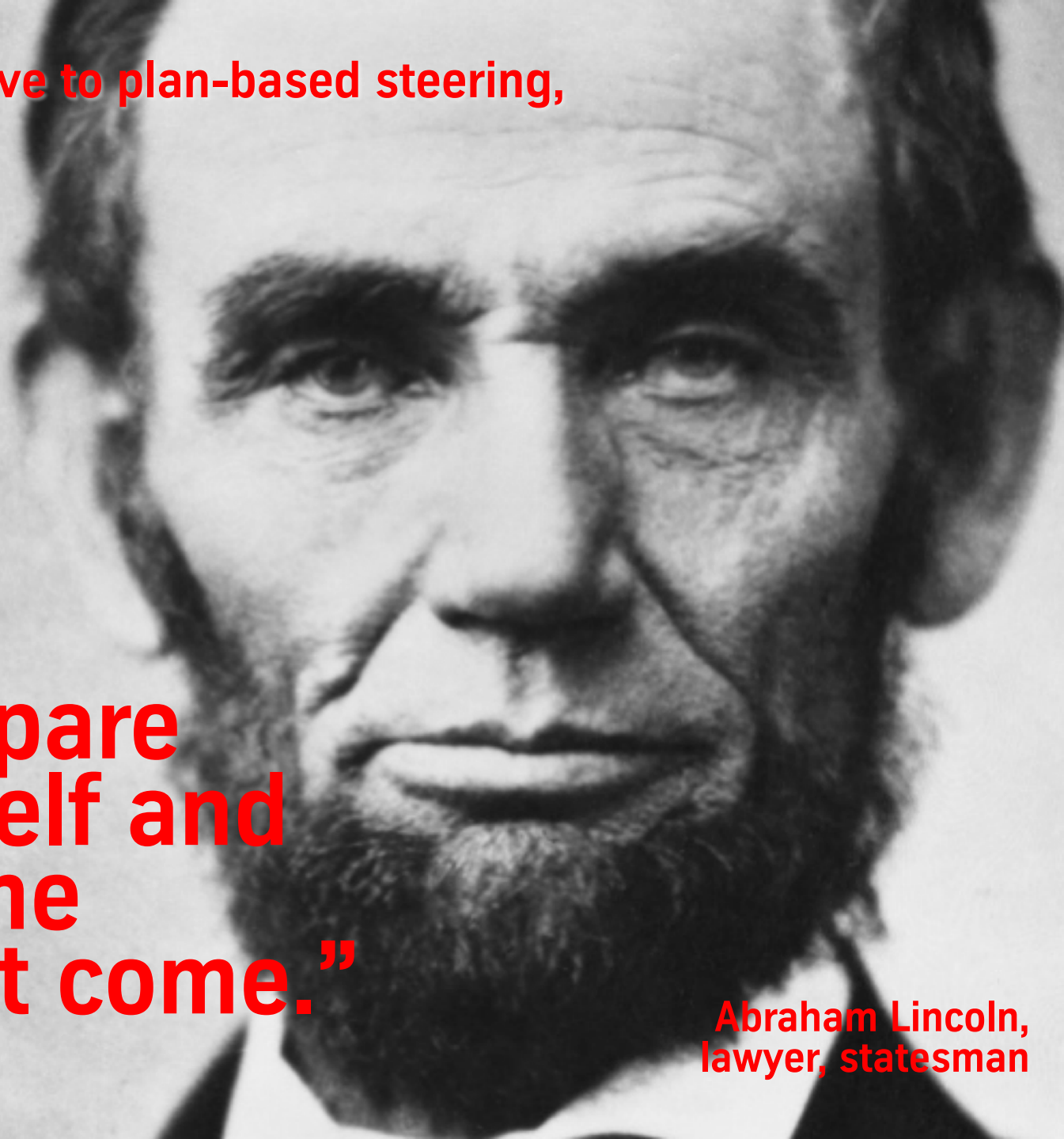
These characteristics are typically largely absent from larger organizations. Ask yourself why.



**A wiser alternative to plan-based steering,
in complexity**

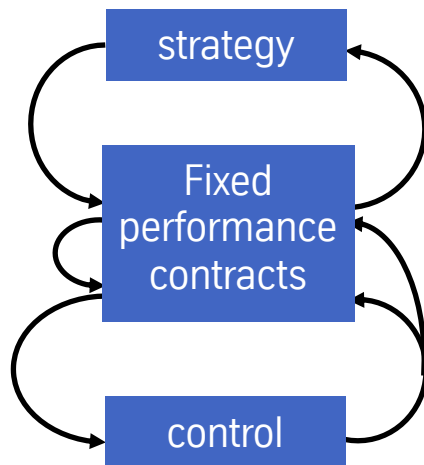
**“I will prepare
myself and
my time
must come.”**

**Abraham Lincoln,
lawyer, statesman**



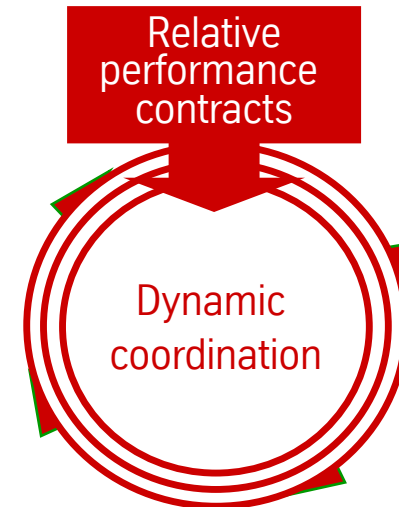
Applying the BetaCodex means: From fixed to adaptive management processes

Traditional model “Alpha”:
fixed performance contracts,
negotiated in advance



- Fixed, annual processes
- Fixed targets and incentives
- Centralized and bureaucratic control

New model “Beta”:
:relative performance contracts,
assessed with hindsight)



- Dynamic, continuous processes
- Relative targets/compensation
- Self-control, transparency and peer pressure

Chapter 2.

The underlying issue: The way we think about other people at work

About human nature, motivation, and the frequently misunderstood perils of contemporary HR practices

But there is a further challenge. Which is why most theories about leadership, as well as most advice from consultants, are flawed...

One cannot talk sensibly about leadership, or people management, nor design decent management processes, unless we clarify beforehand our beliefs with regards to what **people in organizations are like.**

We have to arrive at a **shared understanding of human nature** and of the consequences of that for our organizations.

Niels Pflaeging, Leading with Flexible Targets

A black and white portrait of Douglas McGregor, a middle-aged man with short hair, wearing a suit and tie. He is looking slightly to the right of the camera with a neutral expression. The background is dark and out of focus.

Most performance practices are deeply flawed...

**Theory X
vs.
Theory Y**

Douglas McGregor

The industrial age management model not only fails because markets have changed. It is also misaligned with human nature

“Theory X”

“Theory Y”

Attitude

People dislike work, find it boring, and will avoid it if they can.

People need to work and want to take an interest in it. Under right conditions, they can enjoy it.

Direction

People must be forced or bribed to make the right effort.

People will direct themselves towards a target that they accept.

Responsibility

People would rather be directed than accept responsibility, which they avoid.

People will seek and accept responsibility, under the right conditions.

Motivation

People are motivated mainly by money and fears about their job security.

Under the right conditions, people are motivated by the desire to realize their own potential.

Creativity

Most people have little creativity - except when it comes to getting round rules.

Creativity and ingenuity are widely distributed and grossly underused.

**Do you believe in Theory Y?
Firmly?**

Good. Because we are sure then you would *never, ever* practice (or support, or tolerate) HR processes and tools that treat people like children, or animals, or worse. Right? Such as performance appraisals, individual target setting, incentive compensation, meritocracy, or control of work-hours...

Question:

**How often do the systems,
especially the HR systems,
get in the way of change, transformation,
vision and strategic thinking?**

Answer:

Far too often.

History often leaves HR people in highly bureaucratic personnel functions that discourage leadership and make altering human resource practices a big challenge.

Do your HR systems make it in people's best interest to implement your new vision?

What is meant by HR systems?

- Performance appraisal
- Compensation
- Hiring and Promotions
- Succession planning
- ...


Most often, examination of a firm's human resource systems reveal:

- **Performance evaluation processes** have virtually nothing to do with customers or strategy – yet that is typically at the core of a new vision or management model
- **Compensation decisions** are based much more on not making mistakes than on creating the right and useful change
- **Promotion decisions** are made in a highly subjective way and seem to have at best a limited relationship to the change effort
- **Recruiting and hiring systems** are a decade old and only marginally support the transformation

Chapter 3.

Performance & Pay

About bonuses, incentives, and pay-for-performance schemes – and why they cannot work. Also in this chapter: Practical recommendations for how to create better pay systems

A bunch of fresh carrots with green leafy tops, tied together with a piece of twine, resting on a dark wooden surface. The carrots are orange and appear to be freshly harvested, with some soil still on their roots. The green tops are vibrant and feathery. The twine is a natural, light brown color and is wrapped around the stems of the carrots. The background is a dark, textured wooden surface, possibly a table or a cutting board.

Let's start with compensation then.
First of all, let's be clear. Carrots don't work.
They might beat the intellect of donkeys. But they certainly
don't trick human beings, who all have "Theory Y"
wiring inside them. Incentives simply don't
have a positive influence on organizational
performance. Period.

So why do so many of us still apply
in the carrot-and-stick method with people?

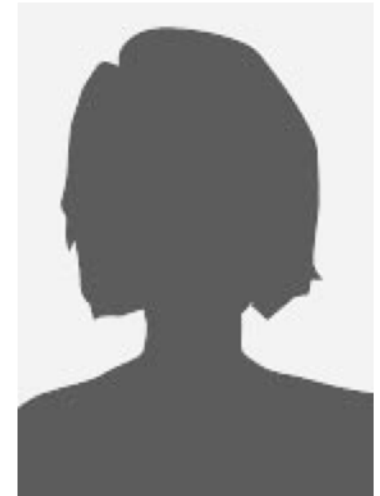
Real-world stories on the effects of performance management

The case of Marie Taylor

This is what happened:

Marie Taylor, a sales person from our organization, generated income that goes against her company's principle "Always act to the benefit of our customers".

The decision: Marie Taylor was transferred to the internal sales support department. All her bonuses rights were immediately cancelled.



The backdrop:

It is true – all sales people in the firm were obliged to act in the interest of their customers. And Marie did not act accordingly.

But it is also true that 40% of Marie Taylor's salary depended on the amount of net sales she generated.

Real-world stories on the effects of performance management

The case of Frank Miller

This is what happened:

Frank Miller, a consultant, overcharged during his work with clients, which means he systematically inflated the amount of hours worked charged to his customers.

The decision: Frank Miller was fired and left the company immediately.



The backdrop:

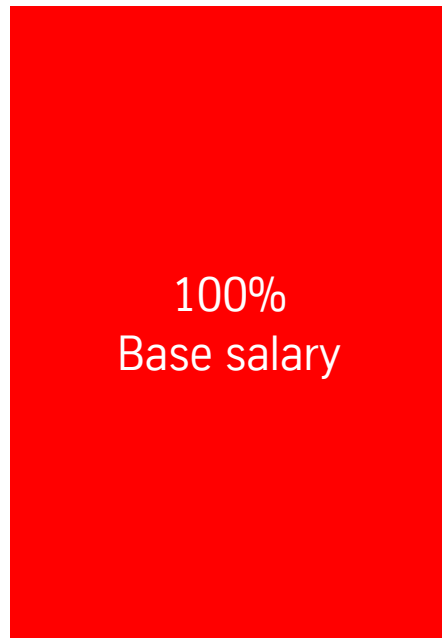
It is true: Frank Miller actually acted against the law by charging for more than he had really worked for at his clients.

But it is also true that 25% of Frank Miller's income depended on the hours charged to clients...

An example: “motivation”, or “threat”?

What compensation systems really do...

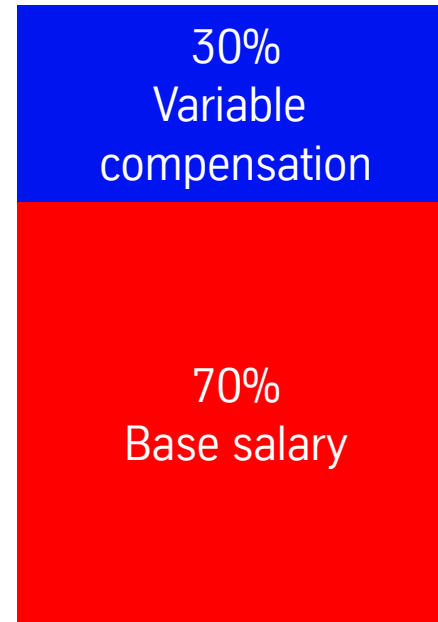
System with no variable compensation



100%: Total compensation expected by employee.

“We have a conservative pay philosophy. Your base salary equals your total compensation, which is USD 100.000,00.”

System with variable compensation (bonus, incentive, etc.)



Is this an “energizing promise”, or is it just a pitiful threat?

“We have an aggressive pay philosophy: 30% of your total compensation will be paid in form of a bonus. The total is USD 100.000,00, by the way.”

Social scientist Alfie Kohn says:

I am arguing against.....

- (1) attributing more importance to money than it actually has,
- (2) pushing money into people's faces and making it more salient than it needs to be, and
- (3) confusing compensation with reward
(the latter being unnecessary and counterproductive).

The problem isn't with the dollars themselves,
but with using dollars to get people to jump through hoops.

And:

Pay-for-performance is an outgrowth of behaviorism, which is focused on individual organisms, not systems - and, true to its name, looks only at behaviors, not at reasons and motives and the people who have them.

I tell Fortune 500 executives (or at least those foolish enough to ask me) that the best formula for compensation is this: Pay people well, pay them fairly, and then do everything possible to help them forget about money.

How should we reward our staff? Not at all! **They are not our pets.** Pay them well, respect and trust them, free them from disturbance, provide them with all available information and support to perform on the highest possible level.

1. Pay people well
2. Pay people fairly
3. And then do everything possible to take money off peoples minds!

All pay-for-performance plans violate that last precept!

1 very simple principle:

Never use bonuses and incentives.

**Apply profit sharing and/or shareholding concepts
for connectedness.**

Let's leave compensation myths behind!

We found no systemic pattern linking executive compensation to the process of going from *Good to Great*.

Jim Collins, From Good to Great, 2001

Individual incentive pay, in reality, undermines performance – of both the individual and the organization. *Jeffrey Pfeffer, Six Dangerous Myths about Pay, HBR 1998*

Spending time and energy trying to “motivate” people is a waste of effort... The key is not to de-motivate them.

Jim Collins, From Good to Great, 2001

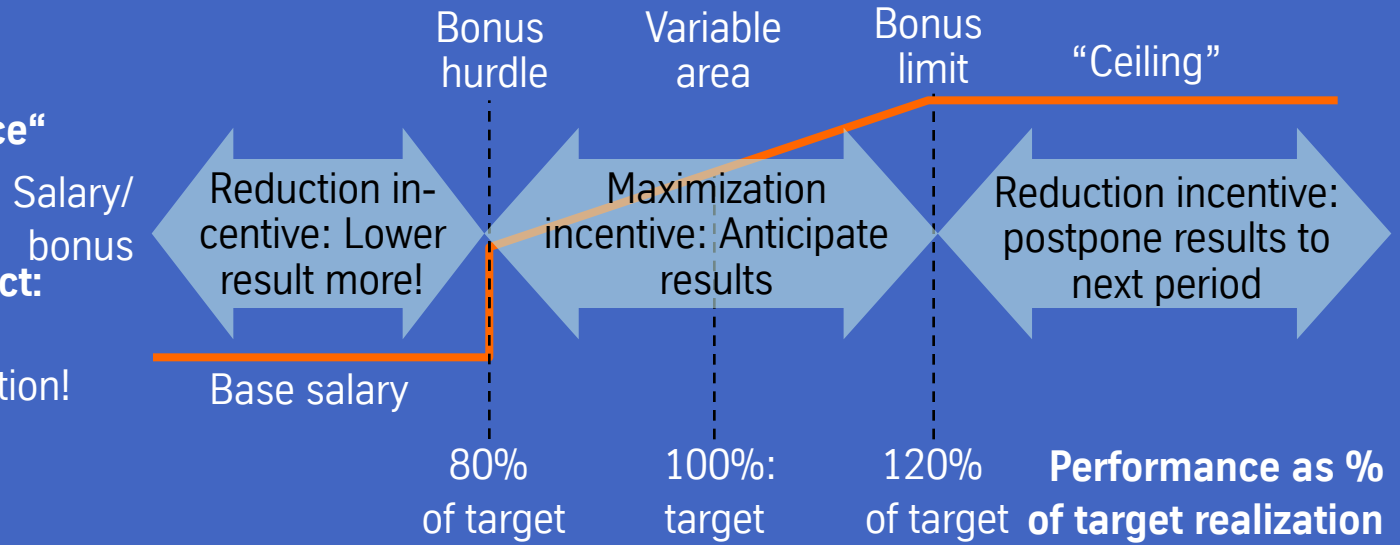
1 very simple principle:

Always disconnect compensation from targets.

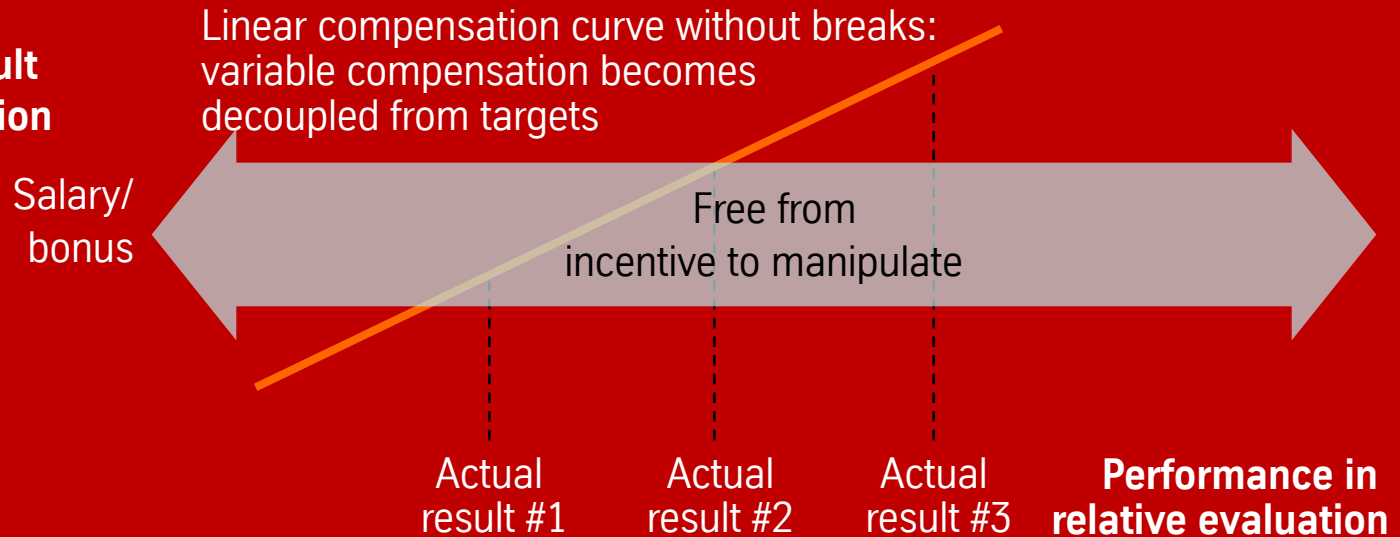
Always.

The problem with “incentives”: How traditional management systematically forces people to cheat

Common practice: “Pay for performance” compensation profile with fixed performance contract:
Creates manipulation incentive in any situation!



A better model: Result oriented compensation profile with relative performance contracts:
No incentive to manipulation.



1 very simple principle:

Pay the person. Not the position.

Always.

Relative compensation: Disconnect people's pay from fixed targets – in favor of market adequacy, fairness and relative performance

BetaCodex principles advocate basing evaluation and compensation on relative improvement contracts with hindsight, rather than fixed performance contracts agreed upon in advance.

In designing compensation systems and practices, the BetaCodex principles lead to eight key recommendations:

1. Make the person and its market value guide the salary, not position.
2. Make base salaries fair and appropriate to the context, not unfair and divisive.
3. Make compensation of all members of the organization transparent, not secretive.
4. Align variable pay with business or team performance, not with budgets, plans, individual goals.
5. Use the language of profit-sharing, not the language of incentives.
6. Infrequently award outstanding contributions financially, but avoid rewarding.
7. Let salary increases follow the taking on of additional responsibilities and of more demanding roles, not promotions or position changes.
8. Let salary negotiations be handled by those who have mastery in this area – not necessarily by people's superiors and HR.

Conclusions:

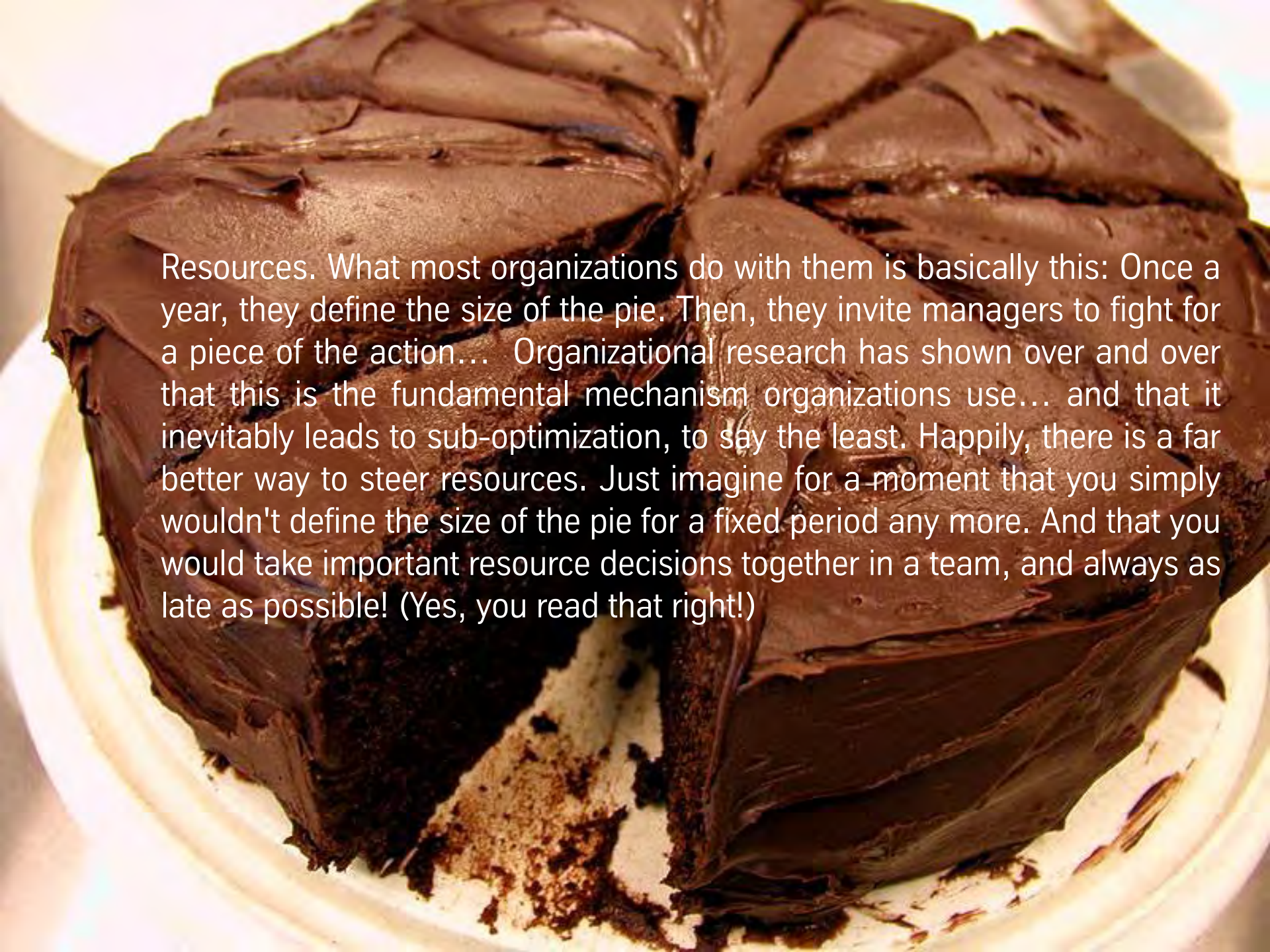
All employees should earn a share of the financial success:
Restrain from the idea of
“motivating them“!

Organizations can free themselves from
conventional forms of “pay for
performance”,
through simple and more transparent
compensation systems.

Chapter 4.

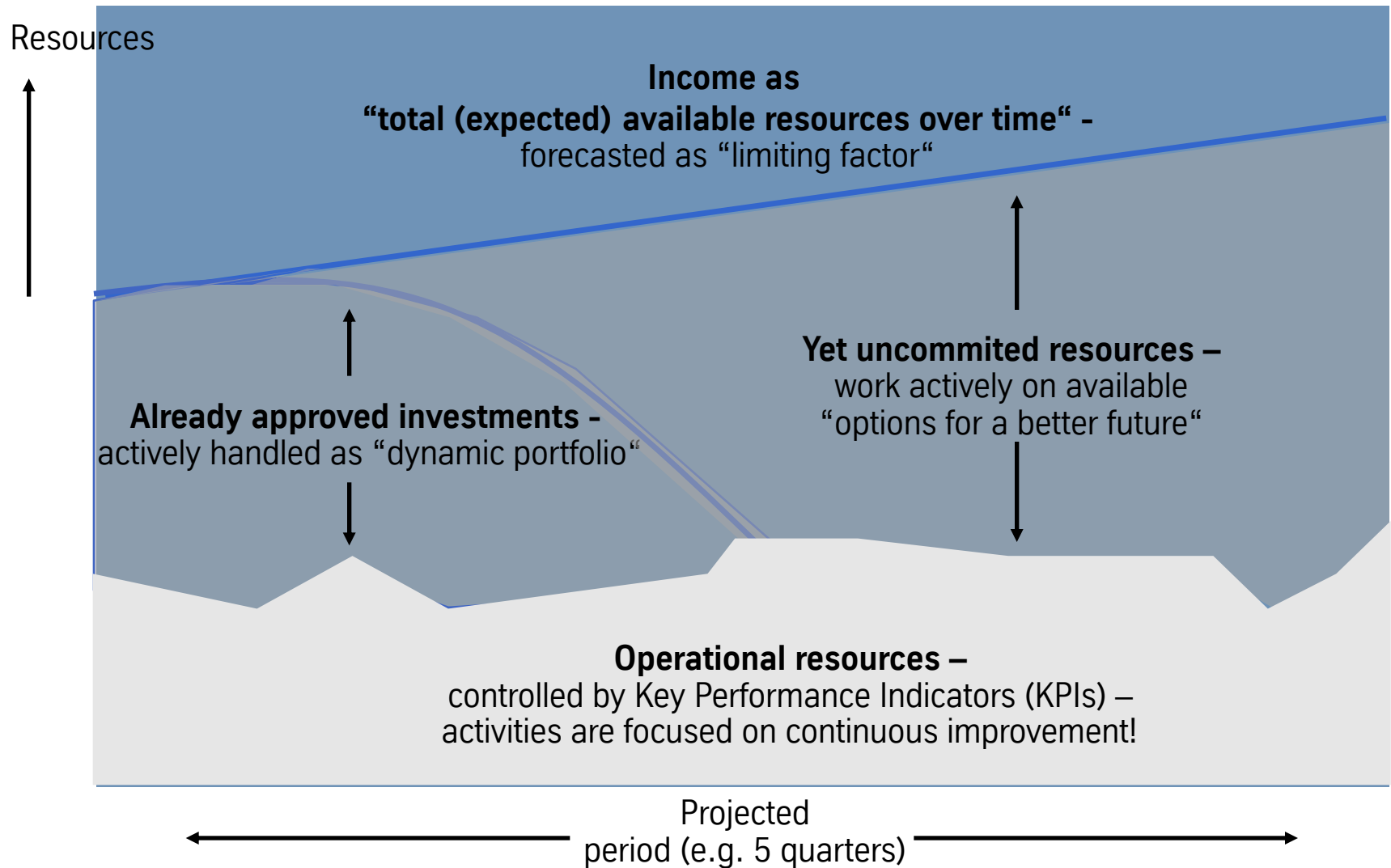
Resource coordination, reinvented

A few words about how to employ resources well,
without the managing



Resources. What most organizations do with them is basically this: Once a year, they define the size of the pie. Then, they invite managers to fight for a piece of the action... Organizational research has shown over and over that this is the fundamental mechanism organizations use... and that it inevitably leads to sub-optimization, to say the least. Happily, there is a far better way to steer resources. Just imagine for a moment that you simply wouldn't define the size of the pie for a fixed period any more. And that you would take important resource decisions together in a team, and always as late as possible! (Yes, you read that right!)

Employing resources dynamically: A typical way of doing it, as practiced by Sydney Water, Australia



Chapter 5.

Setting direction in an age of uncertainty

About targets, the failed promise of MbO,
and the illusion of steering



True, it is tempting to believe that we can “control”, or “steer” organizations. Looking at the reports, and indicators, and accounting statements, it appears that an intelligent executive might be able to remote-control a company, right?

Now, the problem is:
That's just a beautiful illusion.

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Morpheus to Neo:

"You take the blue pill and the story ends. You wake in your bed and believe whatever you want to believe.... You take the red pill and you stay in Wonderland and I show you how deep the rabbit-hole goes."

The **world of command and control management** and planning-based steering has a lot to do with the fictitious, machine-generated world in the movie trilogy "The Matrix". Actually, like in that crucial scene in the first movie of the series, traditional management is much like the blue pill the movie's hero Neo is offered, and the BetaCodex is the red pill.



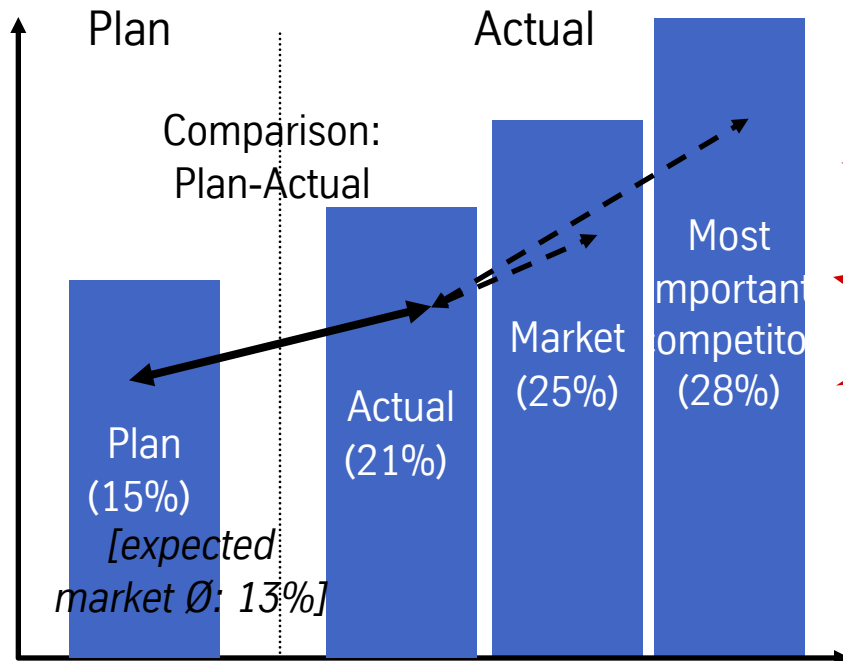
Organizations have the choice to either **stick with the illusion of control** that their “management by numbers” delivers, or to acknowledge that there is a whole world of performance management “beyond planning and control”. One that doesn't deny uncertainty and paradoxes. And that makes far better use of people's talent and potential.

Why traditional management with “fixed performance contracts” reliably fools us: We have lost control, a long time ago...

The blue pill:

Fixed, negotiated targets

Here: *absolute* ROCE in % (here: 15%)

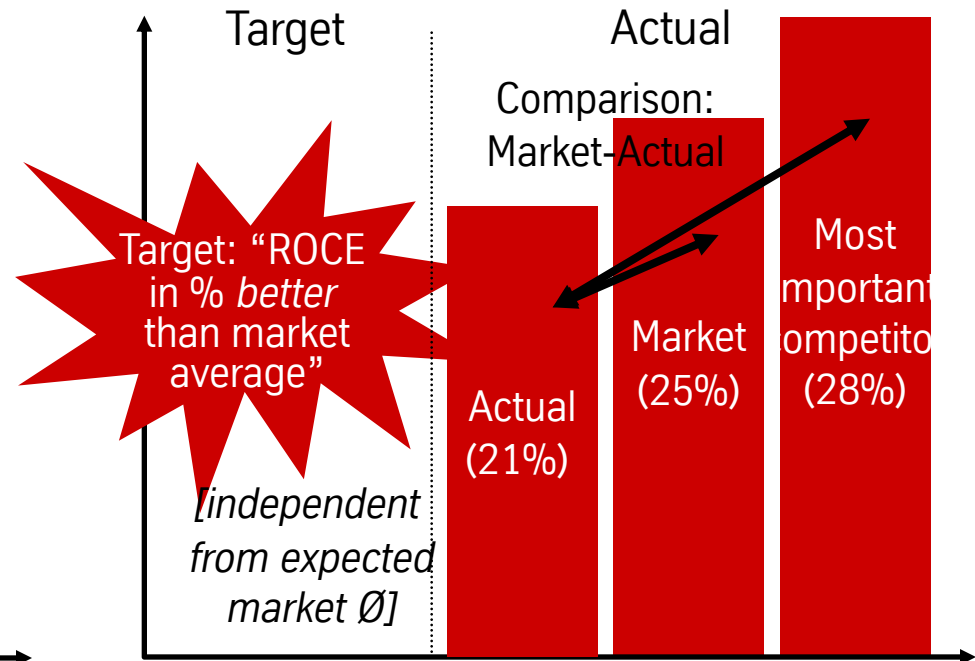


- Interpretation within the plan-actual-comparison: Plan was outperformed by 6 percentage points > positive interpretation
- Better ROCE of the market average and the most important competitor remain unnoticed!

The red pill:

Relative, self-adjusting targets

Here: *relative* ROCE in % (to market)



- Interpretation within actual-actual comparison: Performance was 4 percentage points below competition! > negative interpretation
- *Absolute* assumptions at the moment of planning don't matter.
- Targets always remain updated and relevant!

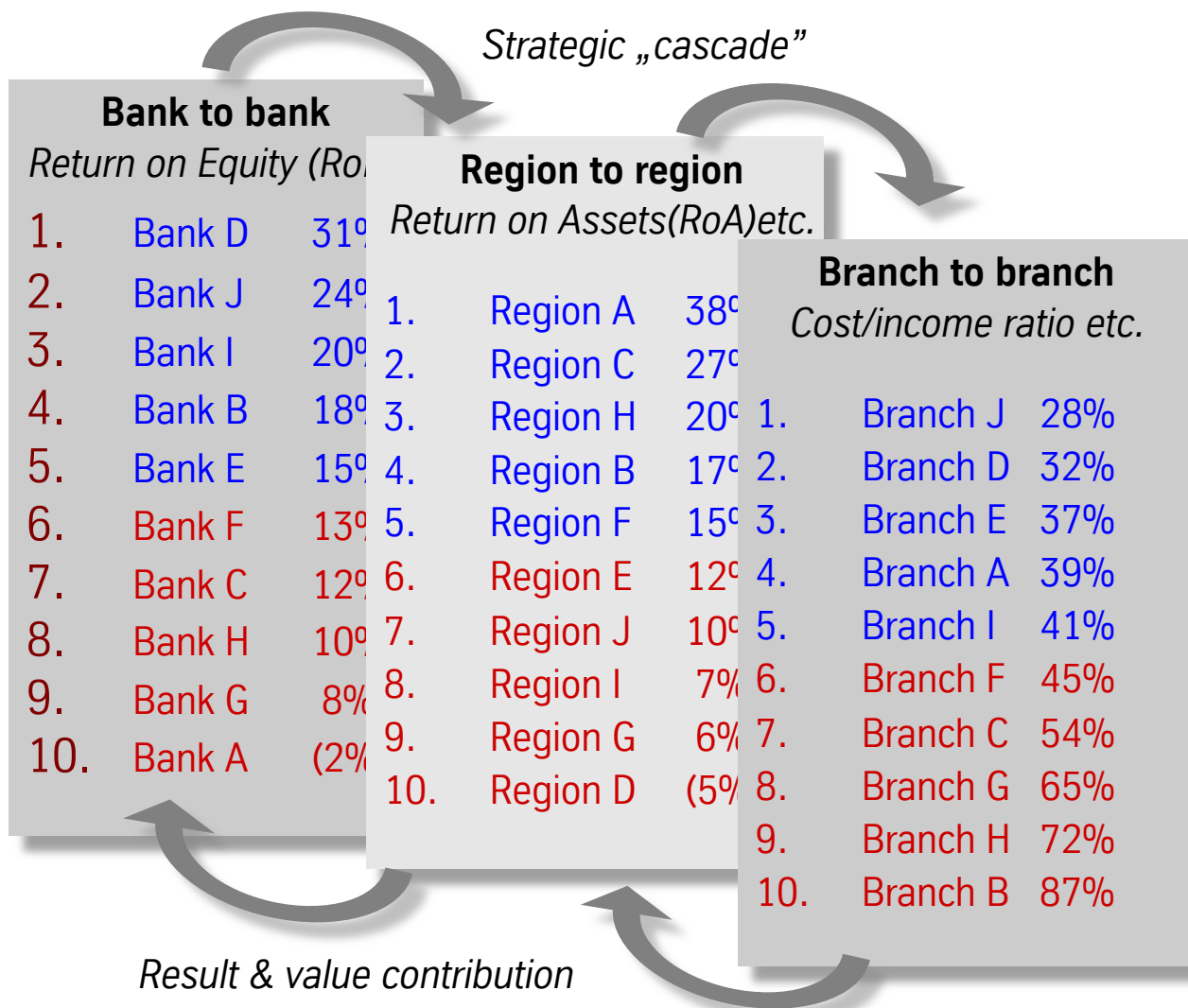
Relative target definition through “league tables“ (rankings) – instead of planned, fixed targets and internal negotiation

Principles

Relative targets and relative compensation

Continuous planning/control

“On demand“ flow of resources/
dynamic coordination

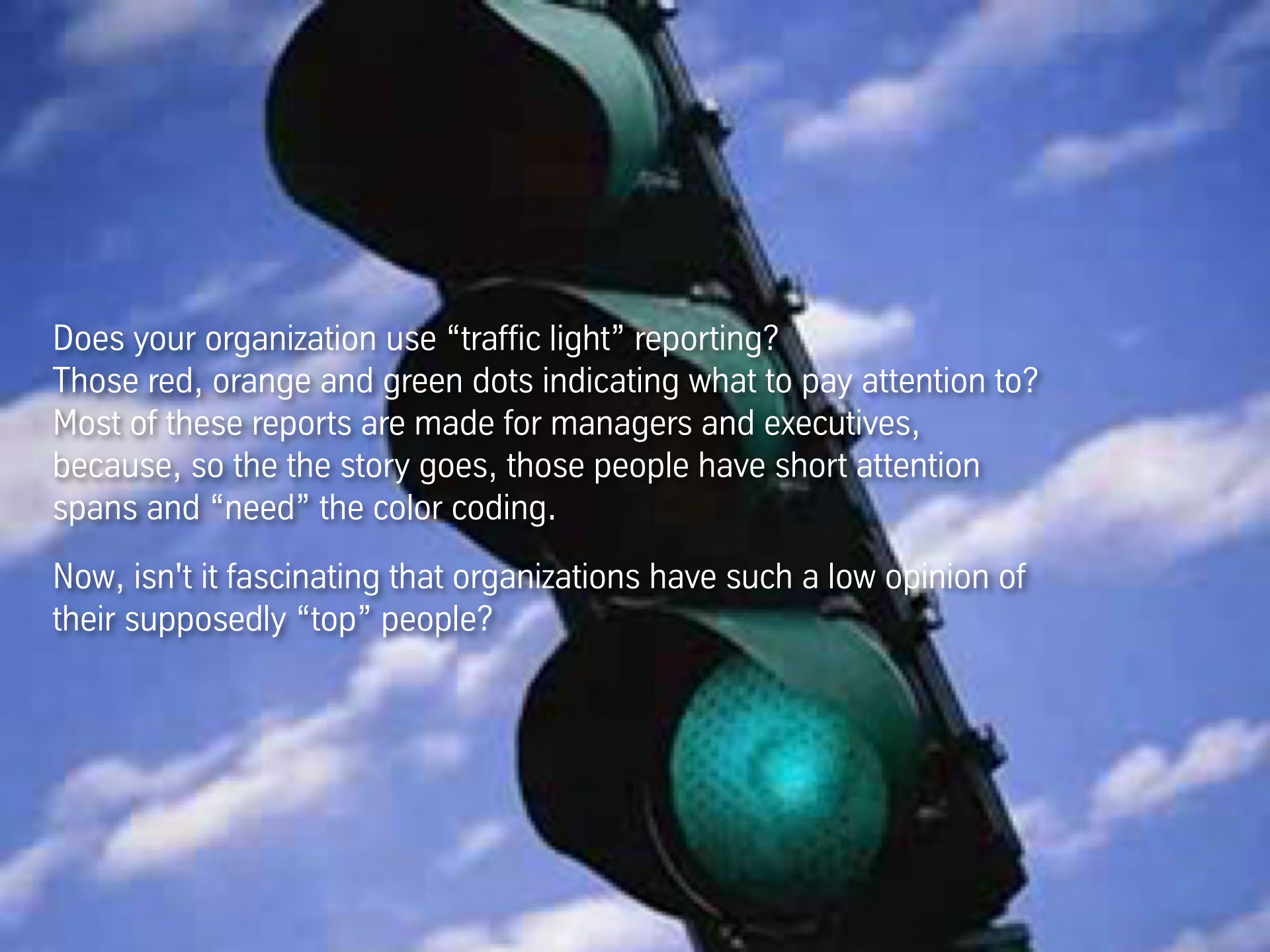


Leads to lowest operational cost!

Chapter 6.

Performance measurement: Let's look at performance in a relative way

About reporting, metrics, indicators, and measuring performance, without need for planning

A vertical traffic light is shown against a bright blue sky with scattered white clouds. The green light at the bottom is illuminated, while the red and yellow lights above it are not. The traffic light is a standard three-light signal.

Does your organization use “traffic light” reporting?
Those red, orange and green dots indicating what to pay attention to?
Most of these reports are made for managers and executives,
because, so the the story goes, those people have short attention
spans and “need” the color coding.

Now, isn't it fascinating that organizations have such a low opinion of
their supposedly “top” people?

To evaluate performance in an adaptive and dynamic way, the foundations of performance measurement must shift

From: Against plan



To: Against time

- Prior periods
- Progress towards achievement of medium-term (2-3 years) targets

From: Internal focus



To: External focus

- Internal peers
- Competitors
- Benchmarks/Stretch

From: Annual focus



To: Trends and “as needed”, always rolling

From: Financial measures



To: Few key indicators

From: Closed systems



To: Open information systems for all

From: Pure measurement



To: Mixed approach of measuring/judging
“Indicators only indicate“, there is no “truth” in the numbers – living systems cannot be evaluated by measuring alone!

From: Controlling individuals



To: Stopping measurement at team level

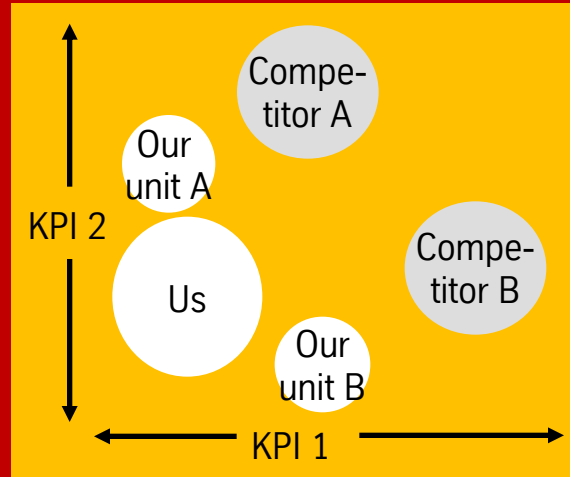
Principles for a good metric:

- 1 It relates to a stakeholder's interest**
- 2 It helps improve part of the system**
- 3 Data is collected by those who need it**

Simple, elegant *and* relevant: creating reports without actual-plan-variances, fixed targets, or plans

Company	KPI	Regions	KPI
Competitor A	31%	Region G	7%
Competitor E	24%	Region E	7%
Competitor C	20%	Region B	6%
Us	18%	Region F	4%
Competitor B	13%	Region A	3%
Competitor D	12%	Region D	3%
Competitor G	10%	Region C	1%
Competitor F	8%	Region H	0%

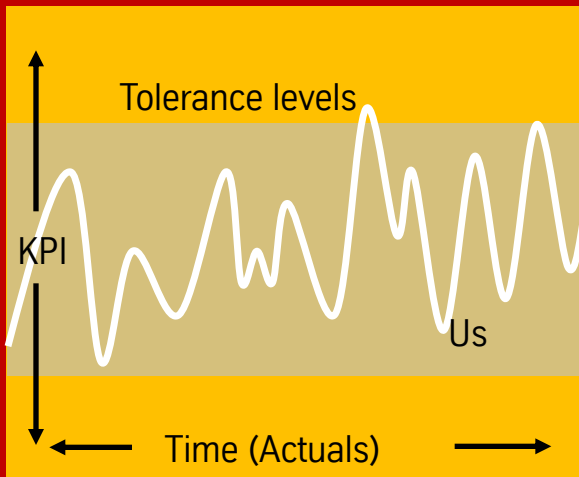
Ranking (League table) ext./intern.



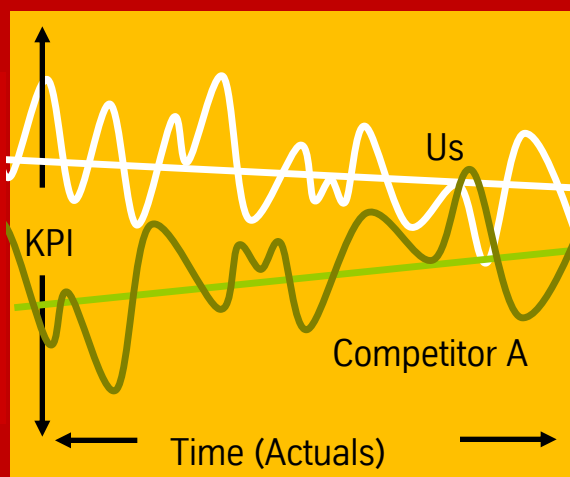
Snapshot (static) with benchmarks

	last month	Same month last year	Same month prev. year	∅ last 12 mnths	∅ 12 prev. mnths
Indicators or Groups of accounts					

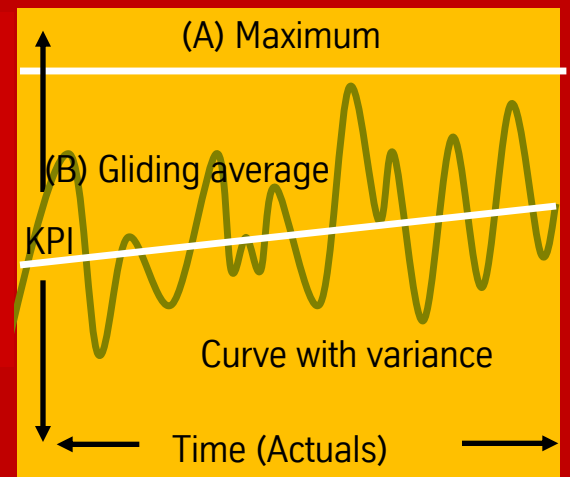
Accounts/KPIs vs. Previous periods



Trend with tolerance



Trend with benchmark



Trend with references

Remember:

Metrics can be highly useful.

Targets usually are superfluous.

Incentives are always abominable.

A summary

By applying the 12 laws of the BetaCodex (on the next page), you will revolutionize performance management.

And more. **You will set your people free** to think and to act like entrepreneurs. You will make far better use of their talents, and finally stop de-motivating them. You will stop fighting against the reality of your marketplace.

Consult the BetaCodex Network's other white papers and presentation slides for further content-rich material about the BetaCodex (formerly: the Beyond Budgeting model) and about how to approach transformation.

The 12 laws of the BetaCodex:

A full set of design principles for contemporary organization

Law	Beta	Alpha
§1 Team autonomy:	Connectedness w/purpose,	not dependency
§2 Federalization:	Integration into cells,	not division into silos
§3 Leaderships:	Self-organization,	not management
§4 All-around success:	Comprehensive fitness,	not mono-maximization
§5 Transparency:	Flow intelligence,	not power obstruction
§6 Market orientation:	Relative Targets,	not top-down prescription
§7 Conditional income:	Participation,	not incentives
§8 Presence of mind:	Preparation,	not planned economy
§9 Rhythm:	Tact & groove,	not fiscal-year orientation
§10 Mastery-based decision:	Consequence,	not bureaucracy
§11 Resource discipline:	Expedience,	not status-orientation
§12 Flow coordination:	Value-creation dynamics,	not static allocations

Relative Targets: Now a free, open source social technology for use in all kinds of organizations

Visit www.redforty2.com/relativetargets

Relative Targets: Concept overview

An open source social technology by Red42

10 principles of Relative Targets

01. Measure actual performance at the organizational level and the team level only – instead of setting fixed targets for individuals, departments, products, layers, silos
02. Actual-actual comparisons for self-control within all teams – instead of plan-actual variance analysis for external steering and control by bosses
03. Constant preparation involving everyone – instead of calendar-based planning done by the few
04. Sporty, playful competition among internal teams – instead of rivalry between individuals
05. Discourse about identity and forging of agreements – instead of strategy-setting and decisions made by managers
06. Control through social density, principles and high performance standards – instead of rules, values and intrusive micro-management
07. Open books, Fast Close, "everyone sees the same numbers at all times" – instead of in-transparency, numbers games and "figures on a need-to-know basis, only"
08. Team P&Ls and few, relative trend indicators – instead of numerous, previously fixed data points
09. Market-like, outside-in resource coordination – instead of planned allocations from the top
10. Relative, fair base salaries, plus profit sharing – instead of minimized salaries, plus bonuses

12 principles of the BetaCodex

The BetaCodex® – Version 2018: www.BetaCodex.org

Law

01. Team autonomy
02. Federalization
03. Leaderships
04. All-around success
05. Transparency
06. Market orientation
07. Conditional income
08. Presence of mind
09. Rhythm
10. Mastery-based decision
11. Resource discipline
12. Flow coordination

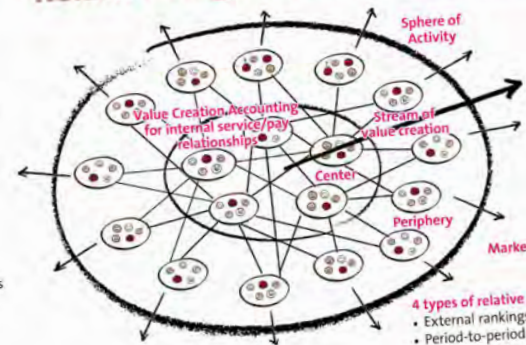
Do this! (Beta)

Connectedness with purpose,
Integration into cells,
Self-organization,
Comprehensive fitness,
Flow intelligence,
Relative Targets,
Participation,
Preparation,
Tact & groove,
Consequence,
Expedience,
Value-creation dynamics,

Not that! (Alpha)

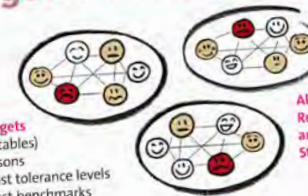
not dependency
not division into silos
not management
not mono-maximization
not power obstruction
not top-down prescription
not incentives
not planned economy
not fiscal-year orientation
not bureaucracy
not status-orientation
not static allocations

Relative Targets at the organizational level



- 4 types of relative organizational targets
- External rankings (league tables)
 - Period-to-period comparisons
 - Multi-period trends against benchmarks
 - Snapshot comparisons with internal/external benchmarks

Relative Targets at the cell/team level



5 types of relative team targets

- Internal rankings (league tables)
- Period-to-period comparisons
- Multi-period trends against tolerance levels
- Multi-period trends against benchmarks
- Snapshot comparisons with internal/external benchmarks

All teams possess Relative Targets and a Profit and Loss Statement ("P&L")



the
betacodex
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since 2008



Niels Pflaeging
niels.pflaeging@redforty2.com



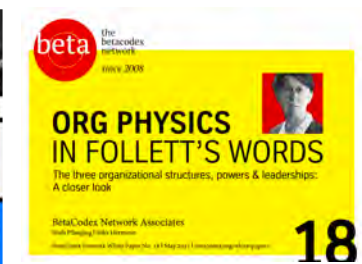
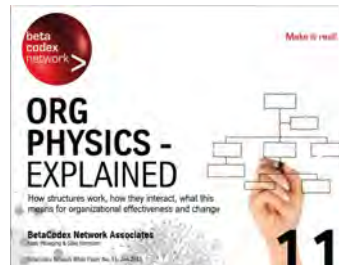
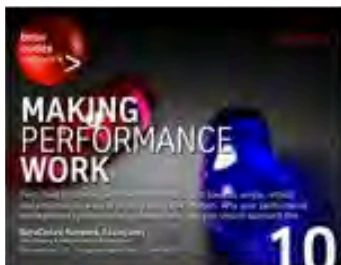
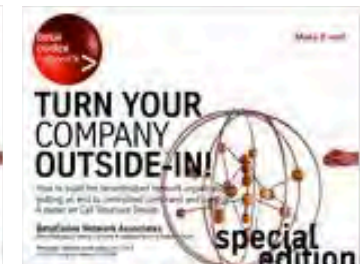
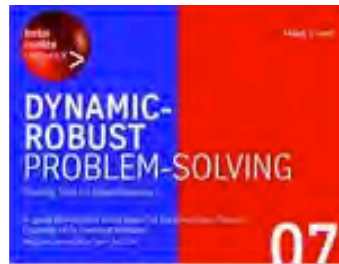
Silke Hermann
silke.hermann@redforty2.com

Paper concept & design: Niels Pflaeging

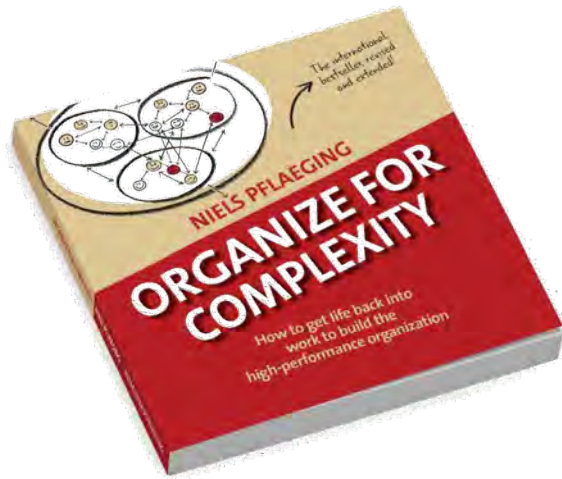
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