

## ThEME: The Elements of Management Effectiveness

### Overview

THEME IS AN INTERACTIVE TOOL FOR ACCESSING THE WISDOM AND PRACTICAL EXPERIENCE OF GREAT MANAGEMENT THINKERS AND PRACTITIONERS – BOTH THE GURUS OF THE PAST AS WELL AS TODAY’S PATHFINDERS.

Its integrated framework provides users easy access to quotes, video clips, anecdotes, and exercises.

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A user can quickly get immersed in the most relevant ideas and spark discussions

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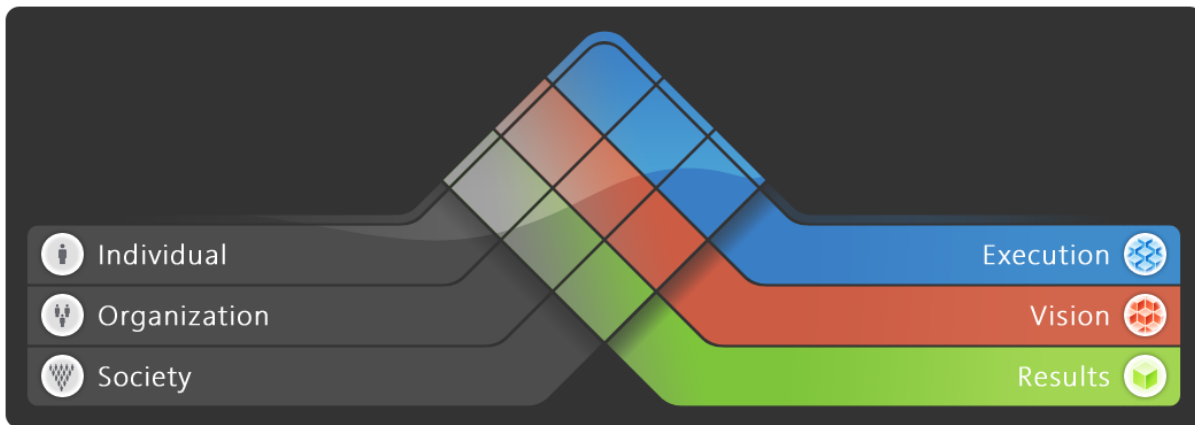
whether for solving a management problem, envisioning a new venture, building an online community, strengthening an organization’s agility, or simply learning about management, past and present.

ThEME can be accessed through its website, [theme.nycp.com](http://theme.nycp.com), either for download or for online use; it is also an iPad app, available through the app store.



## The Interactive Tool

THEME'S USER INTERFACE IS STRUCTURED AS A TABLE OF 72 ELEMENTS OF MANAGEMENT EFFECTIVENESS. WHILE ENCYCLOPEDIAIC AND COMPREHENSIVE, THE INTERFACE IS INTUITIVE AND EASY TO USE. THE TABLE IS SIMILAR IN CONCEPT TO THE PERIODIC TABLE OF THE ELEMENTS.



For ease of access, ThEME is organized so that closely related elements are located together.

**The table's columns** are grouped into the three vectors of activity that constitute management:

### Results

External and internal outcomes reflecting the impact the enterprise and its people have contributed towards achieving its mission – the fundamental reason for its existence today and tomorrow

### Vision

An unwavering commitment to make relevant the organization's raison d'être responding to constantly evolving realities by translating gleaned opportunities into relevant organizational capabilities

### Execution

The culture and practices that enable an organization's members to execute the vision with discipline and continually deliver targeted results, while also liberating them to exercise their judgment and knowledge to fulfill the value proposition and adeptly discern organization-sustaining opportunities

**The rows** are grouped into the three contexts in which people practice management:

As **Individuals**  
 As members of an **Organization**  
 As members of **Society**

The user clicks on an element and accesses a visual menu of management wisdom. The user can then select authors or quotes to review, comment on, or jot down notes for reflection. The material was selected to help managers draw on management theory and practice, past and present, to enrich their own thinking and problem-solving.

## How ThEME Is Used

THEME CAN BE USED IN A NUMBER OF WAYS—THE POSSIBILITIES ARE DRIVEN BY YOUR OWN IMAGINATION AND CREATIVITY. FOR EXAMPLE:

When you are stuck, you can find a thought or anecdote and use it to jump-start a conversation about a pressing issue in your organization.

You can use it as an organizational audit – as you might use quarterly financial statements to check the financial health of your enterprise. Periodically profile your organization’s elements of management effectiveness. Are they aligned with your mission? Do they reflect today’s realities? Is your organization healthy and growing?

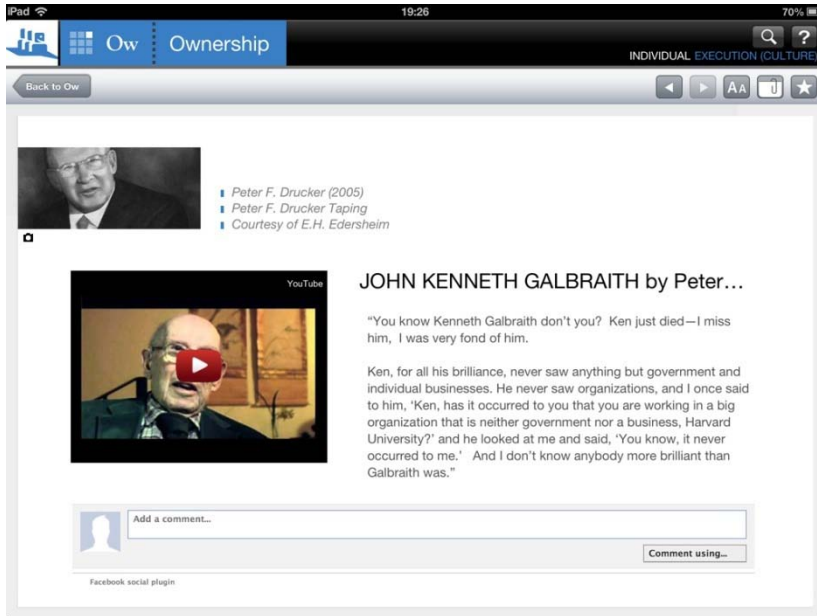
You can create a focused discussion in your organization around an element that matters by asking others to refer to the material on that element and reflect together on your organization’s needs.




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For each element, the user can draw on dozens of insights, anecdotes, and experiences from the greatest problem solvers in business and management, to address their own challenges.

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All sorts of information is easily accessible through ThEME.

You can also watch videos of many of the authors, either full-screen or side-by-side along with the text quotes.



Selections from hundreds of books are available, categorized by the element they illuminate.

Clicking on any selection will provide information on its context, e.g., in what book it appeared.

## ThEME's ORIGINS

THE CONCEPT OF THEME AROSE FROM DISCUSSIONS BETWEEN ELIZABETH HAAS EDERSHEIM AND ZHANG RUIMIN, CEO OF THE HAIER GROUP, ONE OF THE WORLD'S FASTEST-GROWING CORPORATIONS. ZHANG RUIMIN NOTED THAT MANAGERS ARE OFTEN CONFUSED BY CONFLICTING ADVICE. "CHINESE COMPANIES ARE RELATIVELY HARD TO MANAGE," HE SAID, "BECAUSE THEY NEED TO EMPLOY IN A VERY SHORT PERIOD OF TIME ALL OF THE MANAGEMENT PHILOSOPHIES FROM MANY EXPERTS." HE MENTIONED LUMINARIES SUCH AS FREDERICK WINSLOW TAYLOR, W. EDWARDS DEMING, MICHAEL PORTER, AND ABRAHAM H. MASLOW, AND THE DIFFICULTY OF GRASPING AND BRINGING TOGETHER THEIR VIEWS IN SHORT ORDER—AS IS ESSENTIAL TO BUILD AND INSTITUTE AN INTEGRATED PERSPECTIVE ON MANAGEMENT.

His confusion echoes the frustrations of CEOs, board chairs, and business school deans around the world. Roger Martin, Dean of the University of Toronto's Rotman School of Business, expanded on Chairman Zhang's comments. "Shame on us," said Martin, who has attracted attention in The New York Times and elsewhere for his innovative approach to business education. "If we cannot integrate thinking and ideas of management, we will never be socially and economically responsible. We will have failed our students."

Ms. Edersheim, a former McKinsey partner and President of New York Consulting Partners, developed a personal mission: to bring together the ideas and thoughts of leading management thinkers into a useful framework that would make them accessible and useful to today's managers. In addition to her years as a management consultant, she drew on what she had learned as the biographer of Peter Drucker, the father of modern management, and Marvin Bower, the architect of management consulting. She hit on the idea of a periodic table of management—a simple yet comprehensive framework for bringing together the richness of thought and insight past and present. From this initial idea grew ThEME, an easy-to-use interactive tool applicable to any management-related endeavor, from evaluating an organization's performance on the elements most important to this success, to educating employees and students about management effectiveness.

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ThEME (The Elements of Management Effectiveness) was designed to bring the best available leadership and management thinking to managers at all levels of a company or nonprofit organization, while providing a basis for dialogue and proactive problem solving.

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## ThEME in Action: Three Case Examples

# 1

### THE CEO OF A CONSUMER GOODS COMPANY

noted that his leadership team wanted to “change management in a company that embraces change -- as long as it doesn’t involve doing things differently.” Using ThEME as a framework, he worked with his senior executives to evaluate their approach to management—to determine which elements were part of their culture and which were absent. He set priorities for action to change the company and pinpointed initiatives that the leadership could commit to.

# 2

### SENIOR MANAGEMENT OF A YOUNG COMPANY

was concerned about high turnover of talented staff. An audit using the ThEME elements highlighted important differences in perception between the CEO and the COO, as well as the resulting cross messages from the senior team that frustrated the organization. By aligning the differences and addressing the messaging, turnover was drastically reduced.

# 3

### A REGIONAL LEADER IN A SOCIAL SECTOR COMPANY

had been promoted rapidly. He was concerned that the growth that had propelled him so quickly was making his colleagues lose sight of the mission that had originally attracted him to the company. Using the management ideas accessible through ThEME, he discovered information that spoke to his concerns. He was then able to prompt thoughtful discussions that led to a better alignment between mission and the pace of growth.

## Using ThEME now and going forward

THEME FOR IPAD CAN BE CURRENTLY BE FOUND ON THE [ITUNES STORE](#). IT IS ALSO AVAILABLE FROM [THEME.NYCP.COM](#) AS A WEB-BASED TOOL AND [CAN ALSO BE DOWNLOADED](#). BUT THIS IS JUST THE BEGINNING. TO ENHANCE THE THEME EXPERIENCE AND FURTHER EXPAND ITS USEFULNESS, WE ARE ENVISIONING:

**Tools for viewing case studies** by business experts

**Comprehensive auditing capabilities** for enterprise customers/partners

**Self-assessment tests** involving social networking

**Ways of connecting users** in a company or an industry through social networking and shared comments

We expect you will find ThEME stimulating, thought-provoking, and extremely helpful in building management effectiveness. [Contact us](#) with your questions and suggestions.