



THE FUTURE OF MANAGEMENT IS NOT MANAGEMENT

A GUIDE TO UPGRADING MANAGEMENT FOR
THE MODERN WORKFORCE

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Modern Workforce**

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Preface

Why This Book, and Why Now?

In the history of management, there have been moments of great breakthrough—times when new approaches unlocked extraordinary performance. The industrial age was one such moment. The emergence of modern management methods enabled a dramatic leap in productivity, coordination, and scale. By standardising tasks, organising labour, and leveraging hierarchy, we were able to increase the productivity of the manual worker fifty-fold.

“The most important, and indeed the truly unique, contribution of management in the 20th century was the fifty-fold increase in the productivity of the manual worker in manufacturing. The most important contribution management needs to make in the 21st century is similarly to increase the productivity of knowledge work and knowledge workers.” — Peter Drucker

This was not just an operational breakthrough—it triggered a surge in economic wealth across society. It raised incomes, built the middle class, and fuelled the growth of cities, trade, and national economies. Productivity became the engine of prosperity.

Today, the same principles must be applied to knowledge work to drive the next wave of societal and economic advancement.

Now, we face a new moment. The work has changed. The workforce has changed. The environment has changed. And yet our management models have not.

Most organisations still operate using 20th-century tools—org charts, siloed functions, control-based supervision—in a 21st-century world defined by complexity, interdependence, and continuous change.

“The single greatest challenge facing managers in the developed countries of the world is to raise the productivity of knowledge and service workers. This challenge... will ultimately determine the competitive performance of companies. Even more important, it will determine the very fabric of society and the quality of life in every industrialised nation.”— Peter Drucker,

This book is about that challenge.

It is about upgrading the inherited management logic of command-and-control and toward a new and much improved management architecture: one that enables clarity without micromanagement, autonomy without chaos, and alignment without bureaucracy.

This is not about working harder. It is about working better—together. It’s about collaboration with structure or what I call Structured Collaboration

And it matters far beyond the boardroom. Management today is not merely a business concern. It is a social

technology that shapes how people experience work, how value is created and delivered, and how societies evolve.

“Although organisation tends to be regarded as a subject for managers and students of management, I do passionately believe it is a matter of direct and immediate concern to everyone in society.” — John Child

Whether we acknowledge it or not, the way we manage determines the way we live how decisions are made, how resources are allocated, how conflict is resolved, how purpose is expressed, and how potential is realised.

That is why rethinking management is not just an organisational necessity—it’s a moral and civic one.

“The dogmas of the quiet past are inadequate to the stormy present... As our case is new, so we must think anew, and act anew. We must disenthrall ourselves, and then we shall save our country.” — Abraham Lincoln

This is a call to think anew.

A New Management Architecture: ABEC

This book introduces the Agile Business Execution Canvas^{®1} (ABEC)—a structured, visual, and modular framework that allows organisations to replace accidental collaboration with intentional design. ABEC builds on traditional organisational theory and practice, and applies it in a simple, usable way for today's conditions.

Where the Business Model Canvas from [Strategyzer AG](#) helps organisations design business models, ABEC helps them understand how they can and do create, execute and deliver value to customers *through* the whole enterprise.

It does so by combining five core execution pillars—*Re-Understand*, *Re-Articulate*, *Re-Design*, *Re-Operationalise*, and *Re-Adapt*—with a solid foundation built on structured collaboration, purpose, values, behaviours, guiding principles and strategy deployment.

ABEC is not just a thinking or academic tool. It's an execution architecture. It makes the invisible work of execution visible. It replaces ambiguity, firefighting and friction with clarity and flow. And it enables every team,

¹ Agile Business Execution Canvas[®] is a registered trademark of Expertivity Technologies.

at every level, to align with purpose while adapting in real-time to a changing world.

Who This Book Is For

This book is for leaders who can't understand why strategy never seems to reach the front line. For managers who are tired of coordinating through meetings and escalation paths. For teams who want to collaborate across functions but don't know how. For change agents who sense there's a better way but need a language and framework to express it.

It's also for people who care about the quality of work—not just output, but experience. Because how we manage *is* how we lead, how we serve, and how we show up for one another.

Throughout the book, you'll also follow the story of *Eleanore*, a fictionalised yet realistic executive struggling to make her mid-sized organisation StruggleTech more agile, aligned, and accountable. Her journey reflects the challenges many organisations face today—and demonstrates how ABEC can help resolve them.

How to Use This Book

You can read this book cover to cover or use it as a reference. Part I outlines the problem. Part II introduces the ABEC framework. Part III brings the model to life

through Eleanore's transformation story. Part IV offers additional insights and opinions that I call "musings". The final section includes a glossary and reference list to support further study and application.

Our hope is that this book doesn't just give you new ideas—it gives you a new lens. One that helps you see your organisation as a living system, not a hierarchy of parts. One that shows how collaboration can be designed, not improvised. One that proves that managing complexity doesn't require more control—but better structure.

Because the future of management is not more management.

It's structured collaboration.

YOU HAVE REACHED THE END OF THE SAMPLE

Continue reading The Future of Management Is Not Management

The full book introduces the Agile Business Execution Canvas®, follows Eleanore's journey through it, and closes with practical musings on management for the modern workforce.

GET THE FULL BOOK ON AMAZON

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