



OPERATIONS, SERVICES & KNOWLEDGE

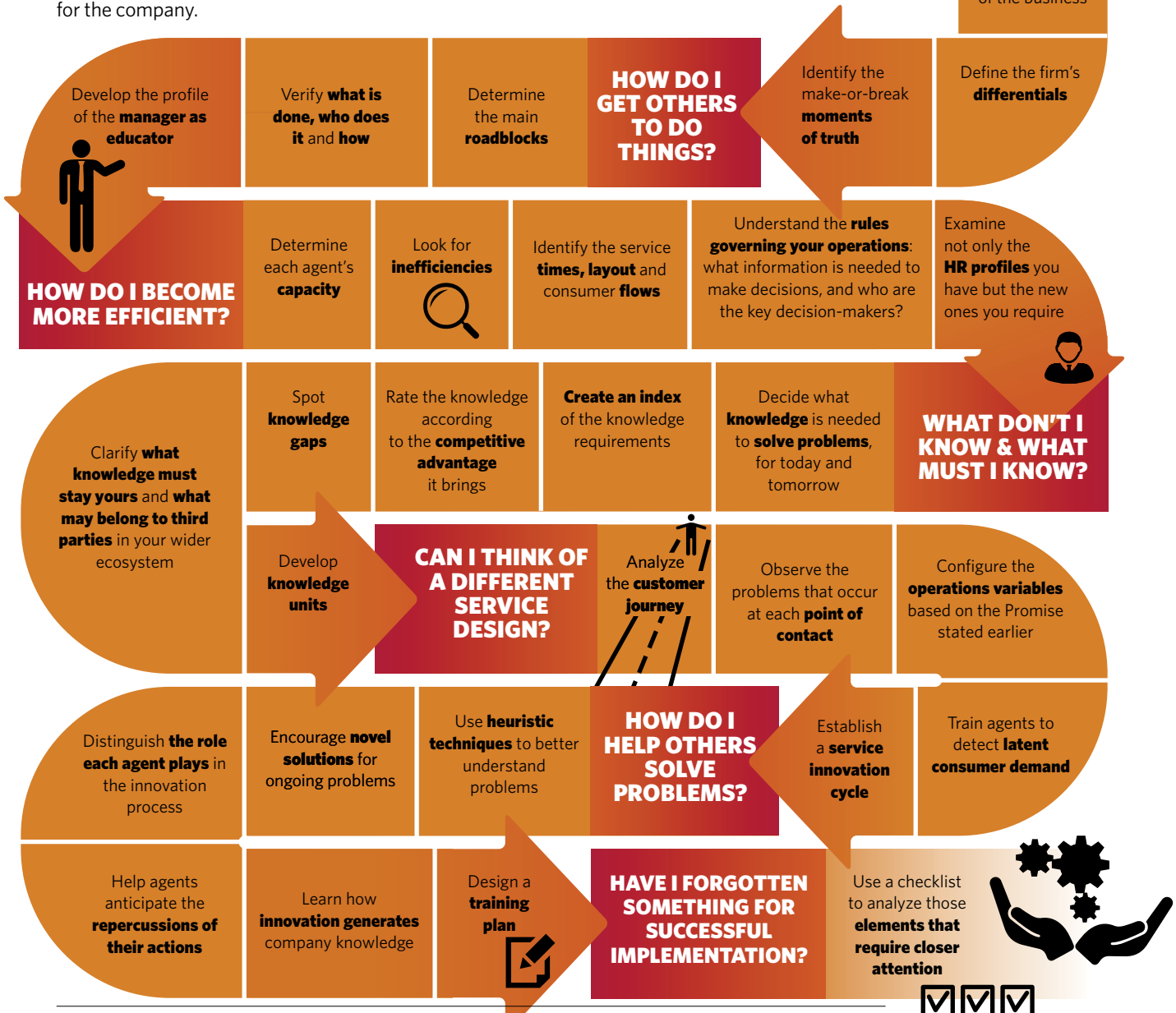
How to Make Things Happen in Your Company

AMID RISING LABOR COSTS and the growing presence of robotics, human beings must find new ways to add more value. Instead of manpower, we need brainpower to solve problems. And the key to problem-solving is *knowledge*. In her new book, *How to Make Things Happen*, IESE's Beatriz Muñoz-Seca proposes an operations model that leverages a company's knowledge resources. Her model combines what she calls "service problem-driven management" (SPDM) with efficient operations structures, which entails getting the most out of every company resource, including its human brainpower. The author marks the path forward, so employees not only get things done but *want* to make things happen for the company.

WHAT DO I WANT?

Summarize the corporate **strategy** in a sentence

Specify the **essence**, the **Promise** and the **"flame red"** of the business



Adapted from the book *How to Make Things Happen* by IESE's Beatriz Muñoz-Seca. Read "How to Get Your Employees to Provide Solutions, Not Problems" at ieseinsight.com.

