



Super-Flexibility for Knowledge Enterprises: A Toolkit for Dynamic Adaptation

Homa Bahrami, Stuart Evans

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strategy, but we also focus on execution. We talk about organizational design, and also reflect on leadership practices. Our assumption is that in a dynamic world, leaders at all levels, have to constantly switch gears, wear different hats, and navigate at different altitudes. They have to think about the “total” enterprise, not in terms of compartmentalized silos or fields of functional expertise. Much like a general contractor, they have to draw on specialized expertise, as and when needed, yet keep the big picture in mind. Our hope is that our diagnostic tools can help teams develop a shared frame of reference and generate cross-functional dialogue. The third driving force behind this second edition is the gradual convergence between the worlds of entrepreneurial start-ups and challenges facing established corporations. Innovation, agility, and initiative are no longer the exclusive preserve of start-ups. Established companies are looking for ways to re-invent themselves, to innovate, to think creatively, and to make their enterprises more flexible, agile and entrepreneurial. We have had the good fortune to sit at the intersection of these two worlds. We hope our ideas can benefit both groups. We set out to provide a “buffet table”, a menu of options that can be helpful for the two ends of the spectrum.

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