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CENTURY ORGANIZATION BY MARY
ADAMS, MICHAEL OLEKSAK**



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From the Author

We have lived the transition from the industrial to the knowledge era in real time with our clients. In this book we share what we have learned about the new rules of the game. We'll show you how to leverage the knowledge already inside your organization to increase innovation, performance and value.

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Description:

Intangible Capital: Putting Knowledge to Work in the 21st-Century Organization is for every manager struggling to succeed and innovate in today's knowledge-based economy. This must-have handbook helps businesspeople build smarter, more successful companies by maximizing the knowledge that is already inside their organizations.

Most businesspeople have heard of the growing importance of knowledge workers, information technology, innovation, networks, reputation, and performance management. Like no other guidebook, Intangible Capital shows how each of these trends fit into an overall discipline of intangibles management. The book takes the ten basic building blocks of traditional, industrial-era businesses and defines their knowledge-era equivalents--intangibles as the new raw material, intellectual capital (IC) as the new production line, IC assessment as the new balance sheet, and networks as the new organizational chart.

This approach provides a clear road map for managers adapting to the realities of business today, one that helps translate the new world of the knowledge-based economy into understandable terms and ready-to-implement ideas.

Title Features:

- Includes an exercise at the end of each chapter that enables readers to connect the chapter to their own businesses
 - Presents a resource section in each chapter for additional print and online sources
 - An accompanying website at intangiblecapitalbook.com with sections for all key corporate titles (CEO, CFO, CIO, COO, etc.) shows how the book relates to their work and serves as a forum for ideas among readers
 - A full index covering both industrial- and knowledge-era tools to make it easier for readers to make a connection with their current work approaches
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0 of 0 people found the following review helpful.

Captured! The Omnipotent Intangible.

By Paul Clargo

Excellent book.

Intangible Capital is an excellent insight into a mature and smart approach to running a business. I found the book demonstrates the importance of intangible assets and maps out how to identify these assets, make them visible in accounting terms and increase the value of a company. But perhaps more importantly to me, the book explains how to leverage intangible assets to create growth and in this time of economic crisis smart, long-term thinking may be the essential ingredient that has been missing in developing sustainable businesses and long-term growth and profits. Intangible Capital (often called intellectual capital) demonstrates there is a smarter way of analysing and progressing a business since the intangible is omnipotent and therefore unavoidable, this means if we are not managing the intangible assets of the business we are not really managing the business to its full potential (Mary & Michael point out that more than 70% of business assets are intangible).

I found the book packed with real surprises, while the book is well laid out and very informative, some pages were extremely enlightening and kept me wanting more, there are so many lessons for top managers, middle and lower managers, all employees and students within these pages. The book highlights that managers should be aware of their intangible capital so that they are able to assess how it impacts current performance and how they will be able to improve future performance through improved understanding and control of intangible assets. This means that more intelligent decisions are possible improving people, process and relationships and reducing or eliminating risk. Capturing intangibles is made easier with a series of worksheet exercises enabling readers to apply the lessons from the book, this gives the book real value to a business far greater than the few dollars invested in its purchase, since the execution matters a great deal more than the idea, Mary and Michael show you not just the 'why' but the 'how' aswell!

Mary and Michael state that they 'are out to help business people everywhere get a little smarter' and this book certainly achieves this objective. Certainly, knowledge of Intangible Capital is a must for business leaders everywhere, this type of thinking should be available at all levels of education to help nurture great future leaders! The new economy that will rise out of this great recession will do no better without the lessons from 'Intangible Capital'. Perhaps now, after this practical handbook, the business world will start analysing and tracking its intangible capital and use the knowledge to develop real long-term sustainable results in a new smarter perspective.

Paul Clargo

IDF Business Consultants

2 of 3 people found the following review helpful.

IC field manual for senior managers

By Ed Wike

The first thing to know about intangible capital (IC), and why it is important, is the sheer scale involved. In the typical company in today's knowledge economy the value of intangibles (e.g., knowledge, processes,

intellectual property, relationships with customers and partners, competencies, experience, brands, and reputation) is estimated at 70% of total company value. Annual corporate expenditures on intangibles now exceed tangible expenditures by a wide margin. The totals are in the trillions.

The next thing to know about intangible capital, and why this book is important, is that managing intangible capital is relatively new and not well understood; plus, as the book explains, there is a serious deficiency with the way companies report and account for their IC expenditures, if at all. The importance of these issues has motivated the authors, leading IC experts with experience in commercial banking and strategy consulting, to write this book as the first milestone of their mission to address them. That's where the book drives to, and there's a wealth of information for the reader along the way.

With *Intangible Capital: Putting Knowledge to Work in the 21st-Century Organization*, Mary Adams and Michael Oleksak have created, essentially, an IC field manual for senior managers with specific, practical advice on how to manage their intangible capital to grow their businesses in the knowledge economy. In the book, they paint the full IC landscape, combining a comprehensive introduction to the subject with an extensive survey of topics and research that benefit the novice and expert reader alike. In a non-clichéd, conversational style, they describe the components of the knowledge-based enterprise as a knowledge factory using analogies with industrial-age factory counterparts. For example, intangibles are the new raw materials, networks are the new organization charts, and orchestration is the new management. The exposition is rich in content and illustrated with interesting examples, including recent high profile cases in the chapter on company reputation and why that is critical for intangible capital. One highlight not to miss is an ingenious 3-D modeling method that uses Lego blocks to represent how a company generates profits from their knowledge. An example for Google can be seen on YouTube ("You Can Grow Like Google").

The knowledge factory analogy (the New Factory) continues with a section on the New Management (with an interesting chapter on innovation) and concludes with a section on the New Accounting (providing the IC viewpoint for implementing key performance indicators, metrics, and dashboards). At this point, having educated the reader on the subject of intangible capital, the authors call attention to an important problem with current IC accounting/reporting practices; then they masterfully combine their banking and IC expertise to propose a logical and compelling solution. All in all, it's quite a story.

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A book for every business hoping to survive in the 21st Century

By M.H. Imm

This book opens the door to new thinking on old subjects. Bankers have been talking about making "air ball" loans for years. Institutional lenders and investors talk about "cash flow lending". They are really talking about loans based on Intangible Capital. But before this book, who's had the tools to follow how this important part of a business enterprise is managed and valued? This book draws parallels to the ways businesses managed their tangible capital assets and the way lenders and investors valued such capital. Must reading for any investor or manager of the typical 21st century business, where value is most often being created "out of thin air" and there aren't the tangible assets to point to as an explanation of the value of the business.

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