On the threshold of the 21st century, organizational leaders face a whole new set of management challenges. The globalization of markets and the rapid diffusion of information and communications technologies have transformed the economies of the developed countries of the world. Citing a recent OECD study, the Economist points out that more than half of the total GDP in the rich economies is now knowledge-based, including industries such as telecommunications, computers, software, pharmaceuticals, education and television. High-tech industries have nearly doubled their share of manufacturing output over the past two decades, to around 25 percent, and knowledge-intensive services are growing even faster. Knowledge workers...from brain surgeons to journalists...[now] account for eight out of ten new jobs.

In industry after industry, it’s no longer just a game of market power and financial muscle, economies of scale, and breadth of scope. Over the past century, the locus of wealth creation has shifted from capital-intensive industries like steel and automobiles to information-intensive industries like information services, financial services, and logistics. As we stand on the threshold of the knowledge age, the most powerful sources of growth, employment, and wealth creation are found in innovation-driven industries—computer software, biotechnology, and the like—where innovation, flexibility, responsiveness, and the creative redefinition of markets and opportunities are the new sources of competitive advantage.

As the strategic emphasis shifts from the efficient management of mass markets and tangible assets to innovation and the effective utilization of knowledge and human capital resources, organizations and their leaders must also change. More capable leadership at the top—smarter managers—is not necessarily the answer. Rather, to compete in the information age, firms must increasingly rely on the knowledge, skills, experience, and judgment of all their people. The entire organization, collectively, must create and assimilate new knowledge, encourage innovation, and learn to compete in new ways in an ever-changing competitive environment.

The demands of this changing environment present a complex set of challenges—and require a shift in focus and emphasis—for organizational leaders. The traditional tools and techniques of management are designed, in large measure, to ensure organizational stability, operational efficiency, and predictable performance. Formal planning processes, centralized decision making, hierarchical organization structures, standardized procedures, and numbers-oriented control systems are still the rule in most organizations. As important as these structures and processes are to organizational efficiency, they tend to limit flexibility and create impediments to innovation, creativity, and change. To meet the challenge, organizational leaders must “loosen up” the organization—stimulating innovation, creativity and responsiveness, and learn to manage continuous adaptation to change—without losing strategic focus or spinning out of control.

To position their organizations to compete and win in the competitive environment of the 21st century, organizational leaders must place less reliance on traditional structures and controls, and focus their efforts on five key priorities:

- Using strategic vision to motivate and inspire
- Empowering employees at all levels
- Accumulating and sharing internal knowledge
- Gathering and integrating external information
- Challenging the status quo and enabling creativity.
As we stand on the threshold of the knowledge age, the rules of the game are changing rapidly. Innovation, flexibility, responsiveness, and the creative redefinition of markets and opportunities have become the new sources of competitive advantage in an increasingly interconnected global economy.

In this rapidly changing world, organizations must become more flexible, more responsive, and more willing to change and adapt. They must create and assimilate new knowledge at an increasing pace, encourage innovation, and learn to compete in new ways. The leaders of these organizations must be proactive in facilitating organizational learning and encouraging positive adaptation to external changes. John Browne, CEO of British Petroleum, puts it this way:

Learning is at the heart of a company’s ability to adapt to a rapidly changing environment. It is the key to being able both to identify opportunities that others might not see and to exploit those opportunities rapidly and fully. This means that in order to generate extraordinary value for its shareholders, a company has to learn better than its competitors and apply that knowledge throughout its businesses faster and more widely than they do.

The demands of this new environment will increasingly require organizations to rely on and exploit the knowledge, skills, experience, and creativity of all of their employees—and that will require a new approach to organizational leadership. Former Citibank CEO Walter Wriston observes: “The person who figures out how to harness the collective genius of the people in his or

her organization is going to blow the competition away.”

The role of leadership is vital, and the challenges are considerable. To position their organizations to compete and win in the competitive environment of the 21st century, organizational leaders must place less emphasis on traditional structures and controls and shift their focus to concentrate on five key priorities:

- Using strategic vision to motivate and inspire
- Empowering employees at all levels
- Accumulating and sharing internal knowledge
- Gathering and integrating external information
- Challenging the status quo and enabling creativity.

Clearly, none of these elements alone is sufficient to accomplish the overall objective. Nor do they together define a sequential process. Rather, each reinforces and strengthens the others. Becoming a more flexible, responsive, and innovative organization will necessarily involve an ongoing process of organizational learning that takes time and patience. Leaders must pursue a new agenda and create a sense of urgency to begin the process, but patience is essential as well. Success is likely to come slowly over time, as a result of consistent emphasis and reinforcement of an organizational commitment to continuous improvement on each of these dimensions.
問題
1. 21 世紀之領導者與以往之領導者在做決策時所面對之主要環境差異有哪些？（30 分）
2. 因應上述環境改變而造成 21 世紀之領導（Leadership）最重大的改變為何？為什麼？（30 分）
3. 簡述對以製造業為主的台灣企業家、專業經理人，本文之策略意涵（請舉實例呼應本文內容以支持您的論點）。（40 分）