

Winter 2022

Work.

Because business is about people

Has Covid destroyed the psychological contract?

Design an evacuation plan for San Francisco: why most job interviews are nonsense

Ruby McGregor-Smith on how work can be life changing

'Sharp, articulate, committed...' and fraudulent. Holmes truths from the Theranos scandal

PERSPECTIVES

MANAGEMENT THINKING DISTILLED



The humanity of excellence

MAURO PORCINI, AUTHOR of *The Human Side of Innovation*, takes pride in upsetting the corporate apple cart. “Innovation should provide true value for people even before the generation of economic value for companies and brands,” he says.

“This mindset is in direct contrast with that of many businesses that obsessively and myopically focus on the bottom line and the economic growth of the enterprise, regardless of the quality of the product,” he explains. When you see excellence, there is a high probability that the solution was produced by a company driven by a human-centred approach to what they do, he says.

And, according to Porcini, this human-centred innovation is the best way to succeed in our fast-evolving business environment, where larger companies producing mediocre solutions are no longer protected by the huge barriers to market entry that once stopped small firms with a love for what they do competing against them.

The key to achieving excellence is to make sure innovation focuses more on people than on process and tools. This means prizing “the thinking person” – individuals with the ability to analyse, synthesise, fail, learn, have courage and resilience.

Mauro Porcini is PepsiCo's chief design officer