

## Lessons *from the* Leaders

PRESENTS

# GUILDS, TEAMS AND NETWORKS

*Why Some Businesses Flounder While Others Thrive*

By **Dr. Amit S. Mukherjee**, Author of *The Spider's Strategy*

**THE EVENT:** The Center for Innovation, Excellence and Leadership ([IXL Center](#)) in partnership with the [Hult International Business School](#) are pleased to announce our next speaker Dr. Amit S. Mukherjee. His presentation title is **"Guilds, Teams and Networks: Why Some Businesses Flounder While Others Thrive"**. Please join us on **June 29th, 2009** from 5:00 to 6:00 PM at Room 565, at Hult International Business School, **1 Education Street, Cambridge, MA**. There will be an opportunity to network with other like-minded individuals after the presentation.

**THE TOPIC:** When workers in Henry Maudslay workshop were allowed (in 1793) to use a micrometer, the very structure of European companies changed and guilds, the very foundation of all work, began to disintegrate. In the mid 20<sup>th</sup> century, deployment of SPC and JIT necessitated reliance on teams and once again, a seemingly minor change transformed business, bankrupting companies that resisted. Today, the very nature of competition is changing, from jousts between individual companies to ever-morphing battles among networks of companies. Companies which have adapted to this new reality – by fundamentally re-thinking the doctrines of "good management" – are doing better than their peers, even in the midst of the current economic turmoil. Their organizational innovations will be the foundation for all corporate successes, including the creation of innovative products and services, over the next few decades.

**THE SPEAKER:** Dr. Amit S. Mukherjee is the founder of [Ishan Advisors](#), an executive education and strategy consulting company, and the author of the book, **The Spider's Strategy: Creating networks to avert crisis, create change, and really get ahead** (FT Press, 2008). As a consultant, line executive, and educator/researcher, he has worked closely with senior executives, including CEOs and Board members, of some of the world's best-known companies (including SAP, Johnson & Johnson, Kraft, Microsoft, Maytag, Dunkin' Brands, Bekaert, Bloomberg, and Sun), developing corporate and functional strategies. He has also led next-generation product-development efforts, managed key product-launch activities, negotiated intellectual property agreements, and worked on an operational improvement projects with line workers on the graveyard shifts.

Prior to founding Ishan, as *Vice President and Strategy Advisor*, he started and led Forrester Research's strategy consulting practice. He was the *Chief Technology & Strategy Officer* of TurboChef Technologies and a *Director* (partner) at Arthur D. Little, where he served on two practice leadership teams. He was an *Assistant Professor* at INSEAD and very briefly, at Georgetown University.

Amit earned his Doctorate from the Harvard Business School. His research, on the use of knowledge to compete effectively, not only led to two highly cited papers published in the top-tier academic journal, *Management Science*, but also powered Arthur D. Little's Minimalist Manufacturing consulting practice.

Mark your calendars and plan to attend and meet a thought leader and practitioner of innovation. Please sign up [here](#). If you have any questions, please email Milagros Masini at [milagros.masini@ixl-center.com](mailto:milagros.masini@ixl-center.com).

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### About the Center for Innovation, Excellence and Leadership



The Center for Innovation, Excellence and Leadership (IXL Center) was founded by individuals who previously led the Innovation Practice of Arthur D. Little, IMI and the Monitor Group. The mission of IXL Center is to (1) provide training for practitioners and managers to become high performing innovation managers, (2) develop and publish deep insights on the topic of innovation breakthroughs and innovation management, and (3) build a community of innovation thought leaders and practitioners. The IXL Center has locations in Boston, Dubai, London, Shanghai and São Paulo. The Center has strategic partnerships with Hult International Business School, Imaginatik, InnovationTools and Arthur D Little. IXL Center's faculty include innovation leaders from companies like Motorola, Osram Sylvania, Natura, GEN3, Palladium Group and Arthur D. Little. For more information, please contact [milagros.masini@ixl-center.com](mailto:milagros.masini@ixl-center.com) or call +1 857 212 3430.

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### About Hult International Business School



Hult International Business School, formerly the Arthur D. Little School of Management, is a NEASC and AMBA accredited business school. Established in 1964, Hult offers a unique one year MBA program to a diverse student body from over 50 countries. The school has four campus locations: Boston, Dubai, London and Shanghai. Hult is part of EF Education First, the world's largest private education organization. For more information, please visit their website at [www.hult.edu](http://www.hult.edu).