

COO



intangible capital: five things you should know

- 1 The intangible capital system is the “factory” of the modern organization** – The intangible capital of an organization is its unique combination of human, relationship and knowledge assets—what is called the knowledge factory in this book. Process is at the core of the knowledge factory and of effective intangibles management.
- 2 In many ways, the COO is the principal manager of intangible capital** –Managing processes and the ecosystems surrounding them is the traditional competence of the COO. As such, you are uniquely prepared to lead intangibles management in your organization.
- 3 IT is the critical technology of the knowledge factory** – Information technology (IT) has made everyone smarter and more productive. Workers at all levels of organizations use IT to create, store and innovate using knowledge. Thus, IT and IC management are intimately related.
- 4 COO’s need to create the right set of metrics to manage the knowledge factory** – Measurement is the stumbling block for many when it comes to intangibles. But intangibles can be measured and learning how to do this—using a combination of financial, qualitative and quantitative metrics—should be a priority for every COO.
- 5 One of the greatest challenges of management today is balancing up, down, out and in** – Success today does not come from just telling your people what to do. While there are some non-negotiable work patterns, there are many cases when you want workers to think, to learn, and to share what they learn. This changes the skills you need as a manager.

Of Special Interest: Part 1 (the new factory), Ch 4 (networks are the new organization chart), Ch 5 (orchestration is the new command and control)