

Management practice	Enlightened management
Values process and tools over people and interactions.	Values people and interactions over process and tools.
Is risk averse, has a shorter-term focus, and is less tolerant of difference.	Creating business environments that encourage people to question, flourish, and challenge, to cultivate their ideas.
Is wedded to regulation, inspection, pervasive audit, and targets.	Views colleagues as co-creators.
Encourages decisions by countless committees. Encourages gaming, cover up, and waste.	Recognises that organisations are not mechanisms, people in them flourish or fade under certain conditions.
Values systems, policies, pressures, inspection.	Recognises that top-down, hierarchical efforts will not work in complex entities. "Leaders" think differently about how they motivate and mobilise.
Views change as a linear top-down process that is controlled and controllable.	Ensures that "employees" have the trust and autonomy to self-organise and the scope to act.
Deploys pseudo-scientific "leadership and management" training.	Uses small changes to create large effects.
Power and control is the management drug of choice.	Experimentation is encouraged and mishaps are accepted as part of digital transformational change.
Views "employees" as units of production.	Values informal, honest communication.
Follow narrow HR-driven concepts of employee participation.	
Institutionalised distrust, casual forms of covert and overt surveillance, and small-minded managerialism.	