



# What's the Big Idea? Creating and Capitalizing on the Best New Management Thinking

*Thomas H. Davenport, Laurence Prusak, H. James Wilson*

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The secrets of successful idea practitioners change management. Reengineering. Knowledge management. Major new management ideas are thrown at today's companies with increasing frequency - and each comes with evangelizing gurus and eager-to-assist implementation consultants. Only a handful of these ideas will be a good fit for your organization. Choose the right idea at the right time and your company can become more efficient, more effective, and more innovative. Choose the wrong one - or jump on the right bandwagon too late - and your company could fall hopelessly behind. Thomas H. Davenport and Laurence Prusak say that some managers have found ways to improve their odds of success in the risky but essential game of idea management. In "What's the Big Idea?", they introduce a largely unsung class of managers they call - idea practitioners - individuals who do the real work of importing and implementing new ideas into businesses. While gurus reap most of the credit when big ideas take flight, Davenport and Prusak's research reveals that idea practitioners actually play the most important role: they turn the right ideas into action. Drawing from decades of consulting, academic, and business experience and from their novel study of more than 100 of these critical change leaders, "What's the Big Idea?" offers tools and frameworks for: assessing the merits of the top business gurus; scanning and tracking emerging ideas in the marketplace; distinguishing promising ideas from rhetoric; refining ideas to suit your organization's particular needs; packaging and selling the idea internally; and ensuring successful implementation. Davenport and Prusak prove that there are no faddish management ideas - only faddish ways of adopting them. Encouraging managers to embrace the power of ideas while avoiding the hype that often accompanies them, this pragmatic guide shows how passion and reason combine to build innovative companies.

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