

We should be different from the classic pattern in our culture. While we have made great progress, we are not yet different enough. Excessive hierarchy, compartmentalization and a propensity to hoard information, as well as a misfit between our (large) investment in technology, our (stunted) capacity to use it, make us both a **less congenial environment** than we should be for the workforce of the future, and one **less capable** of performing our role than we should be in the likely environment of the future.

Excessive reliance on hierarchy and compartmentalization will increasingly hurt us, if it:

- inhibits the allocation of resources to priorities as each internal hierarchy seeks to retain the resources that underpin it;
- limits the potential of each employee because scope for action is unevenly distributed;
- teaches what we already know, rather than what a changing environment demands we learn;
- demands respect and deference without necessarily ensuring that it is continuously earned;
- helps perpetuate divisions among workgroups rather than building cohesion among them;
- encourages excessive conservatism and a lack of specific accountability in risk management;
- slows decision making and inhibits the flow of information;
- limits our capacity to learn from each other about best practices;
- inhibits initiative, the acquisition of judgement, balance and a sense of responsibility;
- prevents mobility;
- encourages careerism, and a culture of entitlements based on rank and seniority.

How do we evolve to be an institution better adapted to the future? From excessive hierarchy to responsible flexibility?