Contents

Preface ix
Acknowledgements xiii
About the Author xvii
Chapter 1 Why Management Failed 1
Chapter 2 What’s Your Management Model? 27
Chapter 3 Coordinating Activities: From Bureaucracy to Emergence 53
Chapter 4 Making and Communicating Decisions: From Hierarchy to Collective Wisdom 85
Chapter 5 Setting Objectives: From Alignment to Obliquity 119
Chapter 6 Motivating Employees: From Extrinsic to Intrinsic Motivation 145
Chapter 7 Four Models of Management 173
Chapter 8 The Change Agent’s Agenda 205
Chapter 9 The Leader’s Agenda 225
Epilogue Broadening the Debate on Reinventing Management 251
Notes 263
Index 283