## THE ORGANIZATION OF FUTURE



VISIONS, STRATEGIES, AND INSIGHTS
ON MANAGING IN A NEW ERA

EDITORS

## FRANCES HESSELBEIN MARSHALL GOLDSMITH

LEADER TO LEADER INSTITUTE

## CONTENTS

	Preface	X
	Frances Hesselbein	
	Introduction	xiii
	Marshall Goldsmith	
PART	One: Strategy and Vision: Setting the Direction of the Organization of the Future	ı
1	Outsmart Your Rivals by Seeing What Others Don't Jim Champy	9
2	Organization Is Not Structure but Capability  Dave Ulrich and Norm Smallwood	13
3	The Leader's Mandate: Create a Shared Sense of Destiny	27
	James M. Kouzes and Barry Z. Posner	
4	A Different Kind of Company	37
	Srikumar S. Rao	
<b>5</b>	Free to Choose: How American Managers Can	
	Create Globally Competitive Workplaces  James O'Toole	49
6	Managing the Whole Mandate for the Twenty-First	
	Century: Ditching the Quick-Fix Approach to	
	Management	63
	Paul Borawski and Maryann Brennan	
Part	Two: Organizational Culture: Values, Emotions, Hope, Ethics, Spirit, and Behavior	75
7	The Values That Build a Strong Organization Thomas J. Moran	77

8	Revisiting the Concept of the Corporation	88
	Charles Handy	
9	Mobilizing Emotions for Performance: Making	
	the Most of the Informal Organization	98
	Jon R. Katzenbach and Zia Khan	
10	Beyond Retirement: Mature Workers Are Essential	
	Talent for Organizations of the Future	112
	Richard J. Leider	
11	The Best Hope for Organizations of the Future:	
	A Functioning Society	120
	Ira A. Jackson	
12	Reframing Ethics, Spirit, and Soul	132
	Lee G. Bolman and Terrence E. Deal	
13	Environment Drives Behavior and Expectations	145
	Bill Strickland with Regina Cronin	
PART THREE: DESIGNING THE ORGANIZATION OF THE FUTURE		157
14	Dynamic Organizations for an Entrepreneurial Age	159
	Christopher Gergen and Gregg Vanourek	
15	Multidimensional, Multinational Organizations	
	of the Future	174
	Jay R. Galbraith	
16	Designing Organizations That Are Built to Change	188
	Edward E. Lawler III and Christopher G. Worley	
17	Refounding a Movement: Preparing a One-Hundred-	
	Year-Old Organization for the Future	203
	Kathy Cloninger	
18	Three Challenges Facing Nonprofits of the Future:	
	People, Funding, and Strategy	217
	Roxanne Spillett	
19	Pioneering the College of the Future: Building as	
	We Walk	228
	Darlyne Bailey	

PART FOUR: WORKING TOGETHER		243
20	The Organization of the Future Will Foster an	
	Inclusive Environment	245
	Lee Cockerell	
21	The Leader as Subculture Manager	258
	Edgar H. Schein	
22	The New High-Performance, Horizontal	
	Organization	268
	Howard M. Guttman	
Part Five: Leadership		283
23	The Leadership Blueprint to Achieve Exponential	
	Growth	285
	David G. Thomson	
24	Leadership Judgment: The Essence of	
	a Good Leader	297
	Noel M. Tichy and Christopher DeRose	
25	The Leader of the Future	310
	William A. Cohen	
26	Leadership by Perpetual Practice	321
	Debbe Kennedy	
Index		337