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Happen: Getting the Most from This Book"; "Chapter One: A New World Order"; "Part One: Free Movement Up and Down"; "Chapter Two: Toward a Healthy Hierarchy"; "The Persistent Vertical Organization"; "Reframing the Debate"; "Sticky Switches: Myths About Creating a Healthy Hierarchy"; "Getting Started: How Healthy Is Your Hierarchy?"; "Chapter Three: Rewiring and Retuning the Hierarchy"; "Wiring the Components for Vertical Boundary Change"; "Tuning the System"; "Shifting Authority to the Point of Impact: Who Decides What"; "Putting It All Together: How Do You Know It's Working?"; "Part Two: Free Movement Side to Side"; "Chapter Four: Beyond Turf and Territory"; "Boxes, Boxes, Boxes"; "Haywire Horizontal Boundaries"; "Centralization Versus Decentralization: The Swinging Pendulum"; "Reframing the Question: From Structure to Process"; "Making It Happen: Principles for Creating Horizontal Harmony"; "The Service Model of Horizontal Harmony"; "Horizontal Harmony in Other Organizations"; "Creating Horizontal Harmony: Overcoming the Immune Response"; "Getting Started: How Haywire Are Your Horizontal Boundaries?"; "Chapter Five: Integrating Resources to Serve the Customer"; "Orient Work Around Core Processes"; "Tackle Processes Through Targeted Teams"; "Turn Vertical Dimensions Sideways"; "Create Shared Services for Support Processes"; "Two Types Of Shared Services"; "Shared Services in Action: An Evolutionary Approach"; "Develop Organizational Learning Capability"; "Generate and Generalize Ideas with Impact"; "Putting It All Together: Harmony on the Horizontal"; "Part Three: Free Movement Along the Value Chain"; "Chapter Six: Toward Partnership with Customers and Suppliers"; "The Value Chain: The Traditional View"; "The Search for an Alternative Model"; "Moving the Value Chain from East to West"; "Refocusing the Lens: A Rising Tide Raises All Boats"; "Barriers to Boundaryless Customer-Supplier Relationships"; "From There to Here, from Here to There/Funny Things Are Everywhere"; "Getting Started: How Well Linked Is Your Organization's Value Chain?"; "Chapter Seven: Strengthening the Value Chain"

Sommario/riassunto

In 1995 The Boundaryless Organization showed companies how to sweep away the artificial obstacles-such as hierarchy, turf, and geography-that get in the way of outstanding business performance. Now, in this completely revised edition of their groundbreaking work, management experts Ron Ashkenas, Dave Ulrich, Todd Jick, and Steve Kerr offer an up-to-date version of their comprehensive guide to help any organization go "boundaryless"-and become a company with the ability to quickly, proactively, and creatively adjust to changes in the environment. With new examples, a new commentary on the dev