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   Nota di contenuto   Title Page; Copyright Page; Preface; Acknowledgements; PART 1 - INTRODUCTION; Chapter 1 - The Crisis of Organization; Chapter 2 - Management Myths, Models and Self-Fulfilling Prophecies; Nice Guys Finish Last?; X and Y; Change Theory; The Individual or the System; The Power of Models; Chapter 3 - Overview of the Viable System Model and the Rest of the Book; Why We Need Organizational Models; System 1 - Operations; System 2 - Coordination; System 3 - Delivery Management; System 3* - Monitoring; System 4 - Development; Systems 3, 4 and 5 - Strategy; System 5 - Policy; A Fractal Structure
                       PART 2 - RUNNING THE BUSINESSChapter 4 - Autonomy and Control; The Horns of the Dilemma; Balancing Complexity; Hierarchy; Autonomy; Hierarchy and the Military; The Fractal Resolution; Chapter 5 - The Structure of Value Creation; Primary and Support Activities; Organization Structure and Complexity Drivers; The Impact of Complexity Drivers; Unfolding Complexity - Diagnosis and Design; Chapter 6 - Coordination; Identifying Coordination Needs; Coordination Mechanisms; Coordination and Designing Structure; Chapter 7 - Organizational Cohesion - The Structure of Managing

Performance

Line ManagementAttribution and Misattribution; Common Failures in the Performance Management Structure; Preventing 'Gaming' in Performance Management; Chapter 8 - Organizational Integrity and Monitoring for Trust; Breaking out of the Control Dilemma; Integrity; Trust; Monitoring for Trust; Chapter 9 - Performance and Viability; The Traditional Approach to Performance Management; A Systemic Approach; Dynamic Performance Management - Measuring Viability; Measuring the Performance of Management; PART 3 - CHANGING THE BUSINESS; Chapter 10 - Intelligence; The Roles of System 4 - 'Development'

Outside and the FutureBuilding and Maintaining a Model of the Organization; Managing Key Strategic Knowledge; Chapter 11 - Strategic Risk; So What is Strategic Risk?; Strategic Risk - The Old Approach; A Systemic Approach - Identifying and Detecting Strategic Risk; Strategic Risk - from Detection to Management; Chapter 12 - Strategy; The Traditional Strategy Model; The Structure of Strategy Development from Hierarchy to Fractal; The 'Natural' Approach to Strategy - Strategy as an Emergent Property of the Organization; Strategic Conversations; Getting the Balance; Chapter 13 - Innovation Innovation and ViabilityLeaders and Followers; Innovation and Strategic Risk; Organizing Innovation; The Performance of Innovation; Managing Innovation to Develop Potentiality in an IT Company; Chapter 14 - Managing Change; Here We Go Again ...; Six Failed Changes - What Really Happened; Mosaic Transformation in Biological Systems; Mosaic Transformation in Organizations; Chapter 15 - Identity and Purpose; From Simplicity to Crises; Purpose; Organizational Purpose: Reality versus Intention; Single Purpose or Multiple Purposes; Boundaries and Identity; Defining a System's Identity

Identity Crises

Sommario/riassunto	The world of management is in crisis - the old remedies no longer work and organizations are failing at an increasing rate. Although many talk of 'joined up thinking', few offer practical guidance on how to achieve this in organizations. The Fractal Organization sets down the practical implications of a well tested systemic approach to building organizations that are capable of surviving and flourishing in these turbulent times. "An excellent read...Many organizations fail at the mercy of their own ignorance. The author has done an excellent job in making 'the scien