

# Contents

Foreword, <i>Warren Bennis</i>	ix
Introduction	xi

## **Part One: Making a Case for the End of Management**

1	The Revolution of Self-Management and Organizational Democracy	3
2	A Brief History of Management	20
3	The Emerging Theory of Self-Management	31
4	Management Reduces Communication, Morale, and Motivation	44
5	Management Constricts Quality and Customer Service	60
6	The Double Bind of Managerial Change	68
7	Breaking the Hold of Hierarchy, Bureaucracy, and Autocracy	82
8	Where Do We Go from Here?	96

## **Part Two: A Practical Guide to Organizational Democracy**

9	Shape a Context of Values, Ethics, and Integrity	109
10	Form Living, Evolving Webs of Association	134
11	Develop Ubiquitous, Linking Leadership	159
12	Build Innovative Self-Managing Teams	188
13	Implement Streamlined, Open, Collaborative Processes	215
14	Create Complex Self-Correcting Systems	236
15	Integrate Strategically, and Change the Way We Change	259
16	The Consequences of Organizational Democracy	275
	Acknowledgments	285
	The Authors	287
	Index	289