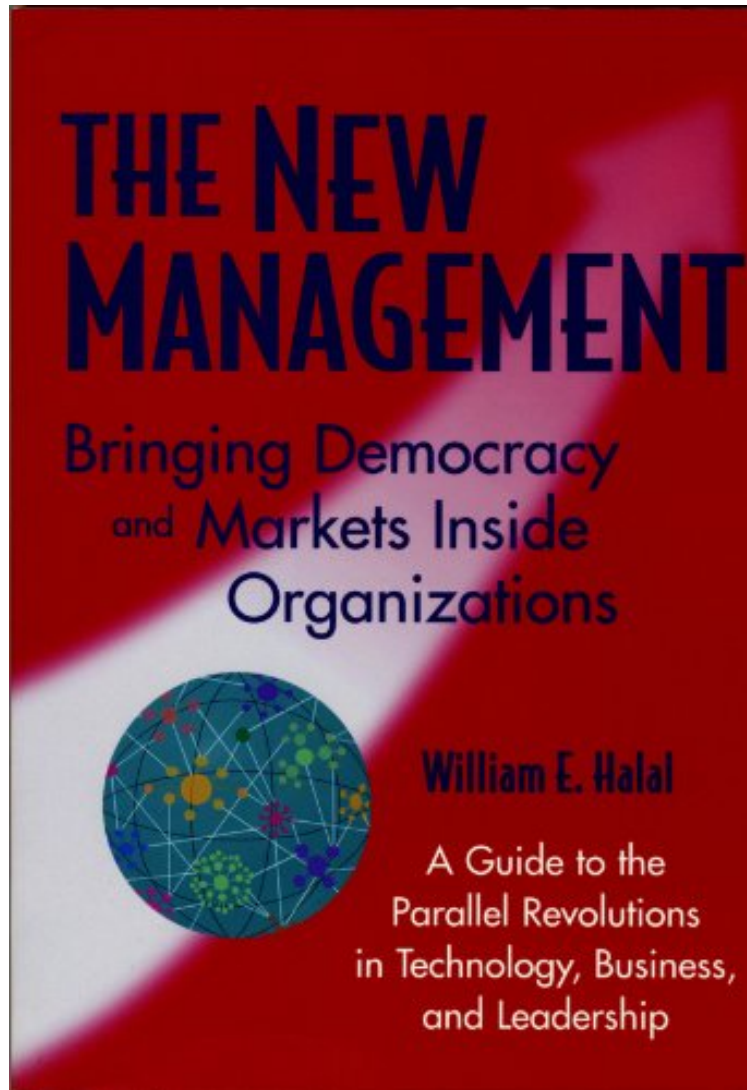


# The New Management: Bringing Democracy Markets Inside Organizations

*William E. Halal*

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**William E. Halal : The New Management: Bringing Democracy Markets Inside Organizations** before purchasing it in order to gage whether or not it would be worth my time, and all praised The New Management: Bringing Democracy Markets Inside Organizations:

3 of 3 people found the following review helpful. Not management revised but a new paradigm. By perryp@gte.net Perry Pascarella A clear, convincing projection of organizational life in the next decade or two. In writing our book Leveraging People and Profit, co-author Bernie Nagle and I found reaffirmation in Halal's belief in the human factors rising to the top of management's priority list. Complexity is putting an end to the old style of management and the old

way of viewing the corporation. New approaches give us hope of unleashing the spirit of enterprise. 2 of 2 people found the following review helpful. Halal is one of the important thinkers of the 21st century. By Turgay BUGDACIGIL William Halal is one of the important thinkers of the 21st century. Despite I read hardcover edition of "The New Management", I purchased again paperback edition of the same book for only Halal's excellent introduction "From Capitalism to Democratic Enterprise/Minding the Economic Imperatives of Knowledge". I recommend this invaluable work of Halal to everybody.

A guide to the parallel revolutions in technology, organizations, and leadership This practical yet thought-provoking book presents a wealth of evidence to show that the two recurrent themes of democracy and enterprise are transforming our institutions. Organizations are becoming changing clusters of entrepreneurial units working together to form "internal markets," while this diversity is being integrated into a "corporate community" that unites the interests of investors, workers, clients, business partners, and the public. Even fierce competitors are cooperating. "Serving enterprises" make customers working partners in the creation of value. "Knowledge entrepreneurs" form teams of self-managed internal enterprises. "Internal markets" and "Corporate community" harness external forces to drive continuous change. The power of "inner leadership" unites liberated workers, critical clients, and temporary business partners. "Intelligent growth" offers strategic advantage that is ecologically benign. Illustrative examples, survey data, trends, anecdotes, and exercises offer original insights into the use of New Management principles. In addition, mini-case studies of MCI, Saturn, The Body Shop, Hewlett-Packard, Johnson Johnson, Southwest Airlines, Home Depot, IKEA, Wal-Mart and other great companies illustrate vividly how creative managers design and lead organizations in an era of global competition, constant change, and empowered people. The author also analyzes critical issues, such as the nagging old conflict between profit and society, to provide managers a comprehensive, stimulating guide to where their craft is heading. Halal argues that the transition to a New Management is almost inevitable because it is being driven not by altruism or even good leadership, but by the relentless advance of the Information Revolution. Only small entrepreneurial teams operating from the bottom-up can master today's exploding complexity, and gaining stakeholder support is now essential because a knowledge-based economy has made cooperation a competitive advantage. Rather than fussing over quick fixes, The New Management points the way toward more fundamental solutions to the massive changes that will confront all institutions as the transition to a knowledge society rolls on into the 21st century.

From Scientific American "The only book I have read that addresses the most effective management ideas and how they are shaping the future." From The New Yorker "The New Management will stretch the imagination of leaders and help define the evolution of managing change." "The New Management may finally attract attention to the long-overdue, urgent need for fundamental organizational change." -- Russell L. Ackoff, Chairman, Interact, and Professor Emeritus, The Wharton School, University of Pennsylvania "Halal shows how institutions, whether public or private, must reposition themselves for the 21st Century." -- Stephen Goldsmith, Mayor of Indianapolis "If you can read only one business book this year, I suggest you make it The New Management. . . . William Halal is one of the great creative thinkers about the management of organizations today." -- Edward Cornish, President, The World Future Society "The New Management belongs on every business bookshelf. . . ." -- Hazel Henderson, author of Paradigms in Progress and Building a Win-Win World