

Managing Value-Based Organizations

It's Not What You Think

Bruce Hoag

Managing Director, Performance Advantage Ltd, Cambridgeshire, UK

Cary L. Cooper, CBE

Professor of Organizational Psychology and Health, Lancaster University Management School, UK

NEW HORIZONS IN MANAGEMENT

Edward Elgar Cheltenham, UK • Northampton, MA, USA

List of figures and tables	VI
Preface	vii
Acknowledgements	ix

PART I ORGANIZATIONAL HISTORY

1	Organizational evolution	3
2	Traditional organizations	29
3	The horizontal revolution	50
4	The value-based organization	74
	Ū.	

PART II THE TRADITIONAL HYBRID

5	The myth of rightsizing	103
6	The myth of competitive advantage	121
7	The myth of the balanced scorecard	143

PART III SURVIVING THE UPHEAVAL

8	Implications for organizations	173
9	Implications for managers	195
10	Implications for employees	212
11	Implications for human resources managers	229
Bibliography Index		256 295
тае	SA	295