

Contents

Series Foreword vii
Arthur P. Brief and James P. Walsh

Acknowledgments ix

Part I: Introduction to Leading and Managing People in the Dynamic Organization

1 Introduction: Leading and Managing People 3
in the Dynamic Organization
Elizabeth A. Mannix and Randall S. Peterson

2 Dynamic Organizations: Achieving Marketplace 7
and Organizational Agility With People
Lee Dyer and Richard Shafer

Part II: Managing the People in the Dynamic Organization

3 Staffing the Dynamic Organization: Rethinking Selection 41
and Motivation in the Context of Continuous Change
D. Brent Smith and Marcus W. Dickson

4 Virtual Processes: Implications for Coaching the Virtual Team 65
Ruth Wageman

5 The Role of Subcultures in Agile Organizations 87
Alicia Boisnier and Jennifer A. Chatman

Part III: Managing Information Flow in the Dynamic Organization

6 Managing Teams in the Dynamic Organization: The Effects 115
of Revolving Membership and Changing Task Demands
on Expertise and Status in Groups
Melissa C. Thomas-Hunt and Katherine W. Phillips

7 Transactive Memory in Dynamic Organizations 135
Richard L. Moreland and Linda Argote

8	Integrative Interests? Building a Bridge Between Negotiation Research and the Dynamic Organization <i>Kathleen M. O'Connor and Wendi L. Adair</i>	163
Part IV: Leadership in the Dynamic Organization		
9	Leadership, Learning, Ambiguity, and Uncertainty and Their Significance to Dynamic Organizations <i>Philip V. Hodgson and Randall P. White</i>	185
10	Real Options Reasoning and the Dynamic Organization: Strategic Insights from the Biological Analogy <i>Rita Gunther McGrath and Max Boisot</i>	201
11	Organization Design: A Network View <i>N. Anand and Brittany C. Jones</i>	227
Part V: Conclusions		
12	Emerging Themes From a New Paradigm <i>Randall S. Peterson and Ana C. Sancovich</i>	253
	Author Index	263
	Subject Index	275