

Contents

Foreword by Warren Bennis *ix*

Preface *xiii*

PART I. THE END OF BUREAUCRACY

1. Organizations That Engage Everyone's Intelligence *5*
2. The Rise and Fall of Bureaucracy *21*
3. Clues to Bureaucracy's Successor *59*
4. The Seven Essentials of Organizational Intelligence *61*

PART II. CREATING FREEDOM OF CHOICE IN ORGANIZATIONS

5. Widespread Truth and Rights *77*
6. Freedom of Enterprise Inside Organizations *105*
7. Rights and Institutions for Establishing an
Internal Free Market *151*
8. Corporate Financial Systems for Free Intraprise *151*
9. Outsourcing and Insourcing *167*
10. Liberated Teams *195*

PART III. ENSURING RESPONSIBILITY FOR THE WHOLE

- 11. Community in the Workplace *215*
- 12. Equality and Diversity *233*
- 13. Voluntary Learning Networks *255*
- 14. Democratic Self-Rule *283*
- 15. Limited Corporate Government *309*
- 16. The Power of Freedom and Community *339*

APPENDICES

- A. A Free Intraprise Manifesto *353*
- B. Bill of Rights and Responsibilities
of the Intelligent Organization *363*

Notes *367*

Index *379*

Permissions *391*

Acknowledgments *395*