Contents

1

GENERAL INTRODUCTION

Toward an Integrated Theory for Tomorrow's Organizations

Part One THE DIFFERENT FUTURE

Introduction to Part One 13

Chapter 1 CHALLENGES OF THE FUTURE

On Attending to the Future 26

Bertrand de Jouvenel

Why Speculate Far Ahead? 32 Herman Kahn and Anthony J. Wiener

Converting Knowledge into Action: Toward a Postindustrial Society 35

Robert P. Biller

Chapter 2 TOMORROW'S ORGANIZATIONS

Beyond Theory Y 41

John J. Morse and Jay W. Lorsch

Organization Government: The Prospects for a Truly Participative System 50

William G. Scott

Today's Problems with Tomorrow's Organizations 61

Chris Argyris

Beyond Bureaucracy: Will Organization Men Fit the New Organizations? 70

Warren Bennis

A New Corporate Design 76

Jay W. Forrester

Part Two NEW DIMENSIONS FOR TOMORROW'S ORGANIZATIONS

Introduction to Part Two 91

Chapter 3 UNDERSTANDING TOMORROW'S MAN

Changes in Inner Human Experience and the Future 102

James F. T. Bugental

New Light on the Human Potential 112

Herbert A. Otto

Complex Man in the Complex Organization 117

Edgar H. Schein

Chapter 4 INTERPERSONAL COMPETENCE AND GROUP GROWTH

Interpersonal Relationships: U.S.A. 2000 122

Carl R. Rogers

Humanistic Elements in Group Growth 131

Jack R. and Lorraine M. Gibb

Chapter 5 ORGANIZATIONAL ENVIRONMENTS AND ADAPTATION

The Causal Texture of Organizational Environments 141

F. E. Emery and E. L. Trist

Organization-Environment Interface 151

Paul R. Lawrence and Jay W. Lorsch

Chapter 6 BREAKTHROUGHS IN CHANGE AND INNOVATION

Change by Design, Not by Default 163

Robert R. Blake and Jane Srygley Mouton

Bureaucracy and Innovation 167

Victor A. Thompson

Innovation-Resisting and Innovation-Producing Organizations 179

Herbert A. Shepard

Part Three NEW PERSPECTIVES IN ORGANIZATIONAL THEORY

Introduction to Part Three 187

Chapter 7 OPEN SYSTEMS, CYBERNETICS, AND DECISIONS

Society As a Complex Adaptive System 198

Walter Buckley

Organizational Cybernetics and Human Values 213

Richard F. Ericson

Mixed Scanning: A "Third" Approach to Decisionmaking 226

Amitai Etzioni

Chapter 8 EXCHANGE, MOTIVATION, AND ROLE THEORY

Dialectical Forces 234

Peter M. Blau

Toward a Theory of Motive Acquisition 247

David C. McClelland

Toward the Development of an Empirically Based Theory of Role Relationships 263

Jerald Hage and Gerald Marwell

Chapter 9 PHENOMENOLOGY: THE SEARCH FOR NEW PERSPECTIVES

What Is Phenomenology? 273

Quentin Lauer

Existential Phenomenology and the Sociological Tradition 280

Edward A. Tiryakian

Part Four STRATEGIES FOR INTEGRATED CHANGE

Introduction to Part Four 296

Chapter 10 GENERAL STRATEGIES FOR A CHANGING ORGANIZATION

General Strategies for Effecting Changes in Human Systems 310 Robert Chin and Kenneth D. Benne

Chapter 11 STRUCTURAL CHANGE, TECHNOLOGY, AND SELF-MANAGEMENT

Formality Versus Flexibility in Complex Organizations 331

Gerald D. Bell

Some Effects of Technology in Organizational Change 341

James C. Taylor

The Promise of Self-Management 354

Elisabeth Mann Borgese

Chapter 12 BEHAVIORAL CHANGE AND ORGANIZATION DEVELOPMENT

Laboratory Training and Organization Development 363

Paul C. Buchanan

Organization Development: Objectives, Assumptions, and Strategies 379

Wendell French

Chapter 13 NEW ROLES FOR PROACTIVE ADMINISTRATORS

The Management of Ideas 394

Melvin Anshen

The Existentialist Executive 404

Anders Richter

Managers for Tomorrow: Survival and Growth in a Changing World 412

Rohrer, Hibler, and Replogle

Chapter 14 ORGANIZATION RESEARCH AND POLICY DEVELOPMENT

Social Science and Social Policy 421

Scott Greer

Societal Feedback 426

Raymond A. Bauer

CONCLUDING REMARKS 437

BIBLIOGRAPHY 438

INDEX OF NAMES 442

INDEX OF SUBJECTS 445