

Contents

<i>List of Figures</i>	ix
<i>List of Tables</i>	x
<i>Preface</i>	xi
<i>Acknowledgements</i>	xiii
Part I	
1. The Silent Emergence of Complexity	3
The economic importance of complex technology	7
General rules	10
Reading the rest of the book	11
2. Fitting Concept to Reality	16
Problems of decision making in the twenty-first century	17
The context of synthetic decision making	19
Synthetic decision making	23
The essentials	28
3. The Evolution of Technological Innovation	35
The new production reality	36
Innovation in an evolutionary context	36
Entering the synthetic production era	46
Conclusions	50
4. Complexity	54
Technological complexity	54
Organizational complexity	58
Implications for managers and policy makers	67
Part II	
5. Summary of Cases Used in Part II	77
Case study narratives	78
6. Self-organization	90
The concept of self-organization	91
Self-organization in historical perspective	99
Network self-organization today	100
Conclusions	106

7. Network Self-organization	112
Self-organization and network evolution	113
Core capabilities	115
Complementary assets	120
Organizational learning	122
Strategy	124
Structure	128
Summary	130
8. Network Learning	135
Organizational learning: a brief tour	136
<i>Network learning opportunities</i>	137
Learning, unlearning, and relearning	145
Network learning processes	146
Conclusions	156
9. Path Dependence	161
Sources of path dependence	162
Consequences of path dependence	167
Conclusions	172
Part III	
10. Emerging Patterns	179
Labels and categories	179
The normal pattern	181
The transition pattern	185
The transformation pattern	190
Conclusions	195
11. Adaptive Network Strategies	199
Mapping changes in patterns	200
<i>Indicators of pattern changes</i>	201
Strategic guidance	205
12. Adaptive Public Policies	211
Government's role in innovation	212
Policy guidelines	215
A twenty-first-century policy perspective	219
Conclusions	221
Appendix: Data and Methodology for Classifying Simple and Complex Technologies	224
Glossary	262
Bibliography	266
Index	295