

CONTENTS

<i>List of figures</i>	vii
------------------------	-----

Introduction	1
--------------	---

PART I

Why? Towards mastery – setting the context	17
---	----

1 Developing in stages	19
2 Transcending the east–west divide	45
3 Crossing the north–south divide	71
4 The soft and hard edges of management	92

PART II

What? Global management – establishing the content	105
---	-----

5 Primal roots – culture and economics	107
6 Passion for excellence	115
7 Strategy, performance and value	130
8 Entrepreneur and animateur	153
9 Rational roots – administrative and behavioural science	173
10 Requisite organization	188
11 Core competence and change management	198
12 Executive and change agent	222

CONTENTS

13 Developmental roots – biology and ecology	234
14 Strategic management and organizational dynamics	254
15 Emergent strategy and organizational learning	270
16 Adopter and enabler	291
17 Metaphysical roots – philosophy and the humanities	307
18 The knowledge-creating company	318
19 Spirit and transformation	339
20 Innovator and adventurer	363
 PART III	
How? Managerial metamorphosis – transforming your capabilities	381
21 Developing mastery	383
 <i>Notes</i>	404
<i>Index</i>	412

ILLUSTRATIONS

Figures

Conditions underlying metamorphosis	9
The domain tree	10
Domains and development	15
1.1 The cumulative development spiral	22
2.1 How the values of East Asia are transforming business	69
3.1 The global businessphere	72
3.2 Cashbuild's cardinal principles	78
3.3 Modes of life	83
3.4 The clover-leaf organization	88
3.5 Worldliwise modes of organization	89
3.6 The organizational compass	90
6.1 The seven Ss of management	117
6.2 Primal attributes	118
6.3 The excellent structure	122
7.1 Forces driving competition	133
7.2 The balanced scorecard	137
7.3 Core measures of customer focus	140
7.4 Employee scorecard	141
7.5 The product/service bundle	147
7.6 Stages in customer relationships	148
8.1 Factors impinging on management style	154
9.1 Formal organization tree	176
11.1 The concentric organization	214
11.2 Information-technology production	218
11.3 Knowledge management as a synchronous process	219
11.4 Knowledge system for creation of value	220
14.1 The 'western' excellence approach	256
14.2 The 'northern' rational approach	256
14.3 Ordinary and extraordinary management	261
17.1 The spiral flow of time	311

ILLUSTRATIONS

18.1	Kao's knowledge vision	320
18.2	The connective knowledge-creating intelligences	322
18.3	A comparison of three management models	330
18.4	The knowledge structure	333
18.5	The hypertext organization	337
19.1	The psychosynthesis of organizations	340
19.2	The global force-field	341
19.3	The polar forces in the global businesssphere	345
19.4	The journey of the spirit	353
21.1	Realms and domains	384
21.2	The 'ordinary' action-learning cycle	387
21.3	Dynamic development	391
21.4	The knowledge-creating process	395

Tables

1	Global management content	11
1.1	Entrepreneurial functions and attributes	34
1.2	Adult versus youthful attributes	35
1.3	Adult and midlife attributes	39
1.4	Midlife and mature attributes	42
1.5	Ages and stages	43
3.1	Competitive versus communal cultures	84
4.1	Complementary features of organizations	93
4.2	Two modes of consciousness	98
7.1	Generic measures	138
7.2	Customer focus	144
7.3	From products and services to total solutions	145
7.4	From products to services	145
7.5	The evolution of marketing	146
7.6	From worker to member	150
7.7	From tin soldiers to Russian dolls	152
8.1	Domains of self-as-manager	157
11.1	Total quality management techniques	200
20.1	Becoming your managerial self	379
21.1	Stages of re-storying	394