absenteeism 220, 238
accidents
  avoidance of 16, 21
  safety issues 32
accountability, and hierarchy structure 58
administrative skills
  early emergence of 12
  scientific approach to 30–31
aerospace industry 107–8, 112–13
age discrimination 205, 241–2
age diversity 195–6, 234, 241
agri-economy 4–10, 11, 12, 39, 51, 91
Air Force, US 113–15, 159
airlines
  code-sharing 69
  value, perception of 82
alcohol abuse 205–6
American Management Association 31
American Society of Training and Development 166
American Telephone & Telegraph 122
anti-trust laws 122
Apple Computer Corporation 123, 126
automobile industry 33, 34, 35, 42–4, 74–5, 125–6, 129
Baby Boomers 51–3, 57, 199–200, 213, 241
bait and switch selling technique 89
Baltimore and Ohio railroad company 17, 18, 19
banking industry
  Britain 75
  General Motors 43
  United States 14
Barings 217
benchmarking
  and balanced scorecard 151–3
  and competitive advantage 122
  horizontal revolution 64
  limitations of 242
  in traditional organizations 38
benefits see bonuses; pay and benefits
best practice
  and balanced scorecard 151–3
  and competitive advantage 122
  constant improvement, principle of 152
  kaizen 151–3
  limitations of 242
  and obsolescence, unplanned 152
  traditional organizations 38
blame culture 110–11, 176, 191
BNI (Business Network International) 219, 221
bonuses
  employee 78, 239–40
  management 41–2, 138, 192
  and performance appraisals 154, 156, 157, 190
  see also pay and benefits
branding 67, 230, 240
Britain
  age discrimination 242
  agri-economy in 4–10, 11, 12, 39, 51, 91
  apprenticeship system 6–8
  banking industry 75
  birth rates 51–2
  child labor 13, 15, 16
  Common Law 14, 16
  education 6, 12, 15, 16, 53, 218
  emigration 5
  English as business language 68, 197
  English Laws 6–7, 14
  immigration 52
  Industrial Revolution 10–11, 12, 16, 22, 39, 50, 51, 92
  labor, division of, early 12
  land ownership, early 12
  literacy 12
  loyalty cards 69
  organizational structure, early 8
Poor Law 6
poverty 6
prices, unstable 22
production surpluses 22
recessions 62–3, 90
sacking, early 14
skills shortage, early 12
Social Services 196
Statute of Artificers 6
strikes 16
tied cottages 16
trade associations 7, 16, 22, 92
trades, early 5
unemployment 62–3
unions 10, 16, 22
wage system, early 10, 14–15, 22
women in workforce 16
workforce, early 12–13, 16
working conditions, early 8–9, 12–13
working hours, early 9–10, 13, 16
British Telecommunications 244
Buick 43
bulk buying 123
bullying 208–9, 242
business degrees 31
business language, English as 68
Business Network International (BNI) 219, 221
business plans 247
call centers 223
career management see development opportunities; personal development
CBP (competency-based pay) 191–2
centralization 33, 34, 43–4, 57, 133, 148
see also decentralization
chain of command 17–18, 20, 37, 62, 132–4, 181, 217
see also management
Chandler, Alfred 133, 134
change, resistance to 236–7
CHANGE mnemonic 174
change process 173–94, 235–7
charge cards 68
child labor 13, 15, 32–3
Clausewitz, Carl von 131
cliqués 183
code-sharing, airline 69
commodity uniqueness 124–6, 127
communication
early 19, 20
in horizontal organization 116
and horizontal revolution 51, 75
and independent contractors 242
Internet see Internet
and motivation 150
and multi-rater evaluation 160–61
and networking see networking
and performance appraisals 190
and scorecards 146
in traditional organizations 35, 37, 44, 134
see also information; Internet; knowledge; learning
competency-based pay (CBP) 191–2
competitive advantage
advertising 123
tips, source-specific 130
anti-trust laws 122
and best practice 122
commodity uniqueness 124–6, 127
customer concentration 126–7
discounts 123
flaws 121–2
infrastructure changes 179
and ingenuity 121, 122, 128
innovation and 124, 126, 129
and jargon 182
knowledge 128–9
leaked information 126
maintenance contracts 121, 128
monopolies 122
myth of 121–42, 149, 182
and novelty 121–2, 128
organizational behavior 129–30, 138–40
organizational magnitude 127–8
organizational structure 133–4
patents 124, 128, 129
and permanence 121, 122, 128
price wars 123–4, 127
pricing 126
strategy 130–40
traditional hybrid 121–42
Computer Associates 239
constant improvement, principle of 94, 152
see also kaizen
constructive dismissal 186
Index

consultants 79, 251–3
consumer confidence 145
contracts
  independent see independent contractors
  railroad 20–21
  short-term 70, 81, 178, 181
  sole-source 64–5
core competencies 144, 148–9, 185, 187–9
core values 60
corporate spying 129
cultural diversity 196–9, 234
customers
  employees as 68, 80–81, 146, 149
  loyalty 67–8, 147–8
  needs, determining 64, 89
  and networking 67–8
  perceptions, and scorecards 144
  value transposition 80–82, 146
decentralization 12, 70, 84, 140, 181, 213
  in General Motors 33, 34–5, 43, 57
  multidimensional organization 113
  see also centralization; horizontal revolution
decision-making
  horizontal revolution 58
  matrix organizations 109, 110
  and scorecards 146
Deming, W. Edwards 63, 152
development opportunities 41, 88, 94–5, 218, 223–7, 246–7
  see also personal development;
  training
discipline, and performance appraisals 162–4, 190
discounts 123
dishonesty 237
diversification 75, 94–5
diversity, managing 195–201
Dow Corning 112–13, 115
downsizing 106, 179
Drucker, P.F. 154
drug abuse 205–6
DuPont 33, 34, 43, 133
Edison, Thomas 186
education
 Britain 53, 218
 of employees 196, 223–4
 and horizontal revolution 52–3, 58
 United States 6, 7, 12, 14, 15, 52–3, 65, 90, 218
 value-based organization 90
employees
 bonuses 78, 239–40
 as customers 68, 80–81, 146, 149
 development opportunities 41, 88, 94–5, 218, 223–7, 246–7
 education of 196, 223–4
 employability 212–13, 218, 223, 225–6, 227, 240, 244–7
 favoritism 206–7
 implications for 212–28
 as independent contractors see
  contracts, independent
 leaving, reasons for 203–9, 214, 223
 management interest in see
  Hawthorne Effect
 motivation 149–50, 156
 performance appraisals see
  performance appraisals
 reinvention 225–6
 retention of 88, 203–9, 231
 right people, hiring 185, 187
 and scorecards see
  scorecards
  as shareholders 77–8, 149, 166, 191–2
  teams see
  trust, lack of 77, 157–8, 184, 249
  typecasting 158
  in value-based organization 78, 146, 150
English, as business language 68, 197
Enron 145
entrepreneurial ability 186
ethnocentrism 207–8
Europe
 automobile industry 126
 birth rates 51
 diversity in 196, 198
 immigration in 53
 unemployment 62
 evaluation see
  performance appraisals
 exit interviews 251
 favoritism 206–7
 Federal Express 189
Federal Wage and Hour Law 42
Ford Motor Company 33, 34, 38, 57, 59, 106–7, 113, 125
Fosbury Flop 151
Franklin, Benjamin 7
freelancers 66

General Electric 33
General Motors 42, 44, 68, 105, 113, 125, 133–4, 137
bank accounts 43
decentralization in 33, 34, 35, 43, 57
generation gap 199–200
generational boundaries 196–7
GI Bill 52–3, 90
globalization 70, 107, 128, 130, 196, 200–201
GM see General Motors
Great Depression 40, 42, 198, 199
Greenpeace 126

Hawthorne Effect 118, 162–3, 183, 203
Reverse 118, 203
Herzberg, Frederick 163, 198–9, 203
hierarchical structure
abandonment of 58–9
and accountability 58
alternatives to see networking; value-based organization
and bureaucracy 18, 37–8, 58, 181–2
division of labor 12, 30, 33–7, 43, 53, 56–8, 117, 149, 217
evolution of 19–20
flattening 3, 104, 114
in horizontal organizations 117
and rightsizing 105–6
unity of command 19
see also traditional hybrid; traditional organizations
home-working 85
horizontal organization 115–18
horizontal revolution
and acquisition 75
and age 195–6
and Baby Boomers 51–3, 57, 199–200, 213, 241
benchmarking 64
and career management 225
communication 51, 75
convergence of factors 50–54
decision-making 58
demography 51–2, 217
diversification 75
and education levels 52–3, 58
imperatives, revolution of 56–70
individualism 57
innovation in 59
intellectual capital 53, 93
labor shortages 52, 53
loyalty schemes 68–9
managerial layers, elimination of 59–60, 84–5
networking see networking
organization charts 59
outsourcing 75, 91, 177–8
performance indices 64, 78
planning, ongoing 64, 139–40
and psychological contract,
dissolution of 62–6, 71
quality management and 63–4, 68, 81–2
and teamwork 64
technology and 51, 56
terminology revolution 54–6, 182
traditional structure, abandonment of 57–62
training 64
value 74–6
women in workforce 54
work–life balance 52, 244
Hot-desking 85, 184
HPIs (high performance indicators) 238–9
human resources managers
consultants 79, 251–3
employer branding 67, 230–31, 240
evaluation 249–51
exit interviews 251
feedback, use of 253
MVP (manager of value partnerships) 232–5, 236, 237–8, 243–54
new role of 231–3
organizational behaviors 234–5
organizational change 235–7
organizational culture 237–8
organizational policies 238–40
outsourcing 230–31, 232–3
outward bound courses 248–9
recruitment 204–5, 231, 239, 240–42
traditional organizations 40–41, 229–30, 234
training see training
value of 231–2
value directors 233–43
value partners 232–5, 236, 237–8, 243–54
workshops and seminars 248, 250

illness 220, 238
immigration
  Britain 52
  in Europe 53
  United States 12, 22, 53, 91–2
incentive schemes 42, 204–5, 242–3
independent contractors
  and employability 212, 225, 240
  management implications 201–3
  organizational behavior and 233–5, 242–3
  and organizational culture 237–8
  and quality management 68, 202
  value of 214–15, 222, 243–7, 251
industrial action see strikes; unions
Industrial Revolutions 10–23, 39, 50, 51, 92
industry standard 151
  see also benchmarking; best practice
information
  and knowledge, difference between 93
  in multidimensional organization 113
  processing of 37, 44, 108
  see also communication; Internet;
    knowledge; learning
infrastructure changes 179–85, 236
  and competitive advantage 179
  policies and procedures 181–2
ingenious, and competitive advantage
  121, 122, 128
innovation process
  and competitive advantage 124, 126, 129
  in horizontal organizations 117
  in horizontal revolution 59
  knowledge 91–3
  learning 93–5
  in matrix organizations 110
  and scorecards 144, 152
  value-based organization 91–7, 176–7
intellectual capital 53, 93, 186
intelligence tests 186
interconnectedness 179–80
  see also networks
Internet 68, 83–6, 96, 126, 196, 197, 217
  abuse 205–6
  see also communication;
    information; knowledge; learning
Japan
  automobile industry 129
  building industry 65
  competition from 66
  economic decline, periods of 65
  labor supply 65
  population density 197
  profit, pursuit of 138
  quality movement 63, 66, 125–6
  recession 65
  unions 65
  and value 148
  Western technology, copying 125
jargon
  use of 54–6, 182
  see also terminology revolution
job description
  avoidance of 34, 188
  early form of 17
  and quality management 64
  in traditional organizations 40
job satisfaction, and motivation 163, 238, 239–40
Johnson, Ben 206
just-in-time delivery 64–5, 66
kaizen 151–3
Kaplan, R.S. and Norton, D.P. 153, 154
Kirkpatrick model 250
knowledge
  competitive advantage and 128–9
  and information, difference between 93
  innovation process and 91–3
  and value-based organization 90, 91–3, 96, 177
see also communication; information; Internet; learning

labor
division of 12, 30, 33–7, 43, 53, 56–8, 117, 149, 217
shortages 3, 7, 12, 15, 19, 22, 52–4, 196
language problems 110
leadership 202–3, 231
leaked information 126
learning
centers 105
as form of strategy 139
and innovation process 93–5
value of 223
and value-based organization 93–5, 177
see also communication; information; knowledge
leaving, reasons for 203–9, 214, 223
Leeson, Nick 217
longevity awards 62
Lowell, Francis Cabot 16, 17, 34
loyalty
employee 42, 150
longevity awards 62
schemes 68–9, 147–8
traditional organizations 62, 88
McArthur, Douglas 63
McCallum, Daniel 19
maintenance contracts 128
management
bonuses 41–2, 138, 183, 192
by objectives (MBO) 153–5, 160, 165
chain of command 17–18, 20, 37, 62, 132–4, 181, 217
failure, rewards for 192
in horizontal organization 115, 116, 117
human resource see human resources manager
and independent contractors 201–3
layers, elimination of 59–60, 84–5
in matrix organizations 108–9, 110–12, 116
MBO (management by objectives) 153–5, 160, 165
micro-management 117, 150, 208–9
middle see middle management
mistrust by 77
multidimensional organization 113–14, 116
performance 185–93
perks 41, 183, 187
professional 31–2
scientific (‘one best way’) 30–31, 38, 64, 106, 119 151
strategic see strategic management
in value-based organization 84–5, 116, 117, 188–9, 195–211
managerial skills
business degrees 31
cooperation with workers, benefits of 31, 32
diversity management 195–201
early emergence of 12, 17
favoritism 206–7
and independent contractors see contracts
and leadership 202–3, 231
literature on 54–5, 134, 173
micro-management 117, 118, 150, 208–9
middle management see middle management
scientific approach to 29–30
marketing, and networking 66, 67, 70
matrix organizations
blame culture in 110–11
collaboration in 109
decision making 109, 110
disadvantages of 109–12, 183
dual authority 108–9, 110–12, 113
innovation in 110
management in 108–9, 110–12, 116
motivation in 109
performance assessment 111
power struggles in 110–12
project teams 107, 109
rightsizing 107–12
and value-based organization,
differences between 112
MBO (management by objectives) 153–5, 160, 165
Médecins sans Frontières (MSF) 69–70
media reporting, effects of 145
micro-management 117, 150, 208–9
Microsoft 86, 123, 126, 148, 240, 244
middle management
early 18–19
in horizontal organizations 59–60
in traditional organizations 30, 34
Mintzberg, H. and Van der Heyden, L.
60
Misner, Ivan 219
mobile phone packages 124–5
monopolies 80, 122
morale 21, 59
motivation
employee 149–50, 157–8
and job satisfaction 163, 238, 239–40
in matrix organizations 109
and performance appraisals 156–7,
162–4, 165, 192–3
traditional organizations 40
MSF (Médecins sans Frontières) 69–70
multi-rater evaluation 160–61, 239
multidimensional organization
112–16
multiskilling 116
MVP (manager of value partnerships)
232–5, 236, 237–8, 243–53
see also human resources managers
Nashua 63
Nectar loyalty card 69
networks 83–7, 227
and development opportunities
219–20
employment opportunities 219–20
and horizontal revolution 56, 217
interconnectedness 179–80
leisure clubs 221
management within 86
and marketing 66, 67, 70
multifarious 66–70, 94
relationship marketing 67–8
small world of 215–16
transpositional networking 220–22,
245, 248
in value-based organizations 83–7,
96–7, 110, 114, 216–18, 245
niches 84, 125
novelty, and competitive advantage
121–2, 128
obsolescence, built-in 88–9
offshoring 177–8, 196
‘one best way’ (scientific management)
30–31, 38, 64, 106, 119 151
open-door policy 184
organigraphs 60
organization charts 19, 59
organizational behavior
competitive advantage 129–30,
138–40, 185
and human resources management
234–5
and independent contractors 233–5,
242–3
organizational structure
change in, implications of 173–94
competitive advantage 133–4
evolution of 3–28
see also matrix organizations;
traditional hybrid; traditional
organizations; value-based
organizations
output, control of 33–4
outsourcing 75, 91, 177–8, 230–31,
232–3
outward bound courses 248–9
overpricing 126
overtime 42, 85
paperwork, unnecessary 209, 242
parking spaces, reserved 183, 187
patent laws 124, 128, 129
pay and benefits
competency-based pay (CBP) 191–2
early 18, 22–3
flexible pay 239
and performance appraisals 159,
165–6, 190–92
traditional organizations 40, 41–2,
62
value-based organization 78
see also bonuses
performance appraisals
abusive 157–8
and bonuses 154, 157, 187
as communication tool 190
competency-based pay 165–6, 191–2
and discipline 162–4, 190
failure of 162–6, 189–90
ineffective 157, 192–3
invalid 159–60
matrix organizations 111
Index

and motivation 156–7, 162–4, 165, 192–3
multi-rater evaluation 160–61
and pay awards 159, 165–6, 190–92
and productivity 159, 190
and promotion 190
and quota systems 157
self-appraisal 161
subjectivity of 158–9
and targets 165
team evaluation 191–3
traditional organizations 37
training and development needs, identifying 164–5
and trust 190
unreliable 158–9
value-based organization 189–90
performance indicators 64, 78, 144, 153
performance management 185–93
Perkins, Charles E. 19–20
perks, management 41, 183, 187
permanence, and competitive advantage 121, 122, 128
personal development 77, 95, 149, 164
and multi-rater evaluation 160
plans (PDP) 226–7
see also development opportunities
personal liaisons 205
personnel departments see human resources managers
Peter Principle 135
Peters, T. 59
planning in traditional organizations 35–6, 38, 131–2, 139–40
Porter, M.E. 122
POSDCORB 45, 132, 214
Prahalad, C.K. and Hamel, G. 148
price wars 123–4, 127
problem-solving 186, 246
product life-spans 88–9
product–function dilemma and matrix organizations 107–12
profit-sharing 239–40
project teams in matrix organizations 107, 109
promotion
internal 20
and performance appraisals 190
and Peter Principle 135
in traditional organizations 41, 62
PRP (performance-related pay) 159, 165–6, 190–92
Prudential 239
psychological contract 56, 62–6, 71, 87–8, 201, 212, 235
public holidays 32
public sector 37, 117, 188, 192, 196, 237
quality movement see TQM
quotas
elimination of 63
and performance appraisals 157
R&D programs 129
railroad industry 17–22, 31
chain of command 20
contracting 20–21
management of 18–19, 31
succession planning 20
recessions
Japan 65
United States 42, 62–3, 65
recruitment 40, 42, 204–5, 231, 239, 240–42
relationship marketing 67–8
see also networking
religion 200–201, 234
restructuring 35, 105
Reverse Hawthorne Effect 118, 203
rightsizing
and hierarchy structure 105–6
horizontal organization 115–17
matrix organizations 107–12
multidimensional design 112–15
traditional hybrid 103–20
traditional organizations 103–20
value-based organization 103–20
romantic relationships 205
salaries see pay and benefits
sales people, motivation for 163–4
scientific management (‘one best way’) 30–31, 38, 64, 106, 119, 151
scorecard
balanced 143–69, 176
benchmarking 151–3
best practice 151–3
communication 146
core competencies 148–9

Bruce Hoag and Cary L. Cooper - 9781845428877
Downloaded from Elgar Online at 12/25/2018 10:37:17AM
via free access
Index

decision making, participative 146
as diagnostic tool 147–8
employee role 149–50
and HPIs (high performance indicators) 238–9
individual 155–6
and innovation process 144, 152
management by objectives 153–5, 160, 165
micro-management 117, 118, 150, 208–9
shareholders and 144
and short-termism 145–7
TQM (Total Quality Management) and 152
search and surveillance 205–6
self-appraisal 161
self-employment 54, 83, 86
self-improvement 199–200
self-management 213–15, 224–6
see also development opportunities; personal development
selling, bait and switch 89
Semco 152
seminars and workshops 248, 250
service industry 67
Servicemen’s Readjustment Act 52–3, 90
shareholders 18, 74
employees as 77–8, 149, 166, 191–2
and scorecards 144
suppliers as 78
traditional organizations 36, 37, 42, 176
United States 17, 77–8
short-term contracts 70, 178, 181
short-term results 136, 137, 145–7
sick leave 220, 238
Six Sigma 231
skill
diversity see labor, division of shortages see labor shortages
Slater, Samuel 16, 17, 34
slavery 4–5, 8–9, 53, 54
Sloan, Alfred P. 34, 44, 57, 105, 107, 137
small businesses 32, 224–5
social network theory 217–18
specialization 19, 30, 92, 125
staff retention 42, 88, 203–9, 231
see also employees

stakeholders, value-based organization 76, 84–5, 87
Standard Oil 122
steel industry 22, 32, 33
stock option plans 77–8, 138, 166, 191–2
strategic management
and learning 139
planning 137, 139, 146, 246–7
reasons for not working 136–8, 146, 147–8
and structure 133–4, 136, 146
traditional organizations 36, 38, 58, 130–32
strikes
in traditional organizations 40
United States 10, 13, 15, 16, 21, 43
see also unions
subcontracting 83
succession planning 20, 34, 230–31, 246
suppliers
profitability 89
as shareholders 78
and value transposition 76
targets, and performance appraisals 165
Taylor, Frederick 30–31, 38, 96, 151
teams
concept of 55–6, 64, 104
evaluation of 191–3
interdisciplinary 107
technology
and assumption of permanence 122
early changes in 3, 5, 11, 17, 19, 21–3, 32
horizontal revolution 51, 56
Internet see Internet
replication of 124, 126, 128–9
in traditional organizations 36, 37
in value-based organizations 184–5
terminology revolution 54–6, 182
textile industry 12, 15, 17, 32–3
360° evaluation 160–61, 239
time and motion studies 30, 231
TQM (Total Quality Management)
and independent contractors 68, 202
Japan 63, 66, 125–6
and principle of constant improvement 152
Index

and scorecards 152
traditional organizations 37
United States 63–4
and value-based organization 81–2, 231
trade associations, Britain 7, 16, 22, 92
trade unions see unions
traditional hybrid
balanced scorecard 143–69, 176
competitive advantage 121–42
employee loyalty 150
and infrastructure changes 179, 236
jargon, use of 182
policies and procedures 181–2, 185, 243
right sizing 103–20
risk reduction 152
traditional organizations
absences 41
benchmarking 38, 151–3, 242
best practice 38, 151–3, 242
bonuses 41–2
bureaucracy 37–8, 58, 177
buying from within 68
career paths, fast-track 41
centralization 33, 43–4
communication in 35, 37, 44, 134
competition in 36, 132
coordination in 43–4
customer complaints 37
decision-making 36
delegation 40
employee loyalty 42
evolution of 29–30
feasibility studies 37
financial management 35
hierarchical structure in see hierarchical structure
and horizontal revolution see horizontal revolution
human resources management 40–41, 229–30, 234
incentive schemes 42, 204–5
industrial action 40
information transmission 37, 44
initiative, lack of 38
innovation in 176–7
job specifications 40
longevity awards 62
loyalty 62, 88
management perks 41, 183, 187
motivation 40
organizational culture 183
overtime 42
pay and benefits 40, 41–2, 62
performance reports 37
planning 35–6, 38, 131–2, 139–40
POSDCORB 45, 132, 214
probation periods 62
promotion structure 41, 62
psychological contract 56, 62–6, 71, 88, 201, 212, 235
quality control 37
recruitment 42
restructuring 35, 105
and rightsizing 103–20
scientific management (‘one best way’) 30–31, 38, 64, 106, 119, 151
shareholders 36, 37, 42, 176
stability in 35
staff, relationships with 40, 41
strategy 36, 38, 58, 130–32, 133–40, 141
structure, abandonment of 56, 57–62, 135, 143
technology, effects of 36, 37
training 41, 42, 247
trust, lack of 38
unions in 37–8, 40–41, 42–3
and value delivery 36, 175, 176
working conditions, early 32–3, 39
training
evaluation 246, 249–51
in-house 249
just-in-time 247–8
Kirkpatrick model 250
outward bound courses 248–9
and performance appraisals 164–5
tailored 231, 248
traditional organizations 41, 42, 247
transactions, and transpositions 77–9
transformations, and value
transpositions 234
transposition, value see value transposition
transpositional networking 220–22, 245
trust
lack of 38, 77, 157–8, 184, 249
value-based organization 87, 89, 90

unemployment 5, 42, 62–3, 65

unions
Britain 10, 16, 22
Japan 65
in traditional organizations 37–8, 40–41, 42–3
United States 10, 13, 16, 21, 22

see also strikes

United States
aerospace industry 107–8, 112–13
age discrimination 205, 242
agri-economy 4–10, 12, 91
Air Force 113–15, 159
American Management Association 31
American Revolution 10
American Society of Training and Development 166
American Telephone & Telegraph 122
anti-trust laws 122
apprenticeship system 6–8
automobile industry 33, 34, 35, 42–4, 74–5, 125–6, 129
banks, early 14
benefits, early 22
Bill of Rights 197–8, 205–6
birth rates 51, 52
child labor 13, 15, 32–3
Civil Rights Act 66
Civil War 5, 53
Consumer Price Index 42
customer choices 148
discipline, early 9
division of labor, early 12
education 6, 7, 12, 14, 15, 52–3, 65, 90, 218
employee care, early 15–16
employment legislation 16
English Laws in 6–7, 9, 10, 14, 16
factories 15–16, 17
Federal Wage and Hour Law 42
First Amendment 201
foreign goods, preference for 125
General Assembly of Maryland 9
GI Bill 52–3, 90
Great Depression 40, 42, 198, 199
immigration 12, 22, 53, 91–2
Industrial Revolution 10–11, 12, 16, 17, 22, 39, 50, 51, 92
industrial villages 16
labor costs, early 12
labor shortages, early 7, 12, 15, 19, 22
land ownership, early 5
legal system, early 7
literacy 6, 7, 12
military personnel, reduction of 105
mortality rates, industrial 32
organizational structure, early 8
patriarchal plantations 8–9
pay system, early 9, 13–15, 22, 34
population density 197
poverty 6
production surpluses 22
profit, pursuit of 138
quality movement in 63–4
railroad industry see railroad industry
recessions 42, 62–3, 65, 90
religious observance, early 16
sacking, early 14, 15
Servicemen’s Readjustment Act (GI Bill) 52–3, 90
shareholding 17, 77–8
slavery in 4–5, 8–9, 53, 54
Spanish language in 196
steel industry 22, 32, 33
stock market crash 40
strikes 10, 13, 15, 16, 21, 43
trade associations 16
unemployment 62, 65
unions 10, 13, 16, 21, 22
university education 52–3, 90
women in workforce 32, 54, 65–6
work ethic 40
workforce, early 12–13
working conditions, early 8–10, 12–15, 22, 32–4
Univision 196
US Army 17–18
US Defense Department 63

value transpositions 94, 96, 106, 110, 127, 175–6, 236
customers and 80–82, 146, 235
exchange, parity of 76–7
HPIs (high performance indicators) and 239
networking and 220–22, 245, 248
and relationships 87–8
transactions versus 77–9, 188
and transformations 234
and value propositions 80, 117–18
value-based organization
accountability in 188
CHANGE mnemonic 174
and change process 173–94, 232,
235–7
and consultants 79
contracts, independent 81, 178, 181,
201–3, 220
core business 90–91
core competencies 60, 144, 148–9,
185, 187–9
corporate form 85–6
creativity in 176–7
and customers 76–82, 90, 146
development opportunities 41, 77,
diversification 75, 94–5
diversity, managing 195–201
and education levels 90
employability 212–13, 218, 223,
225–6, 227, 244–7
employees, implications for 212–28
employees, value of 78, 146, 150
empowerment in 188
equality in 84–5, 87
flexibility in 176–7, 184
goals, personal 150
human resources see human
resources managers
and independent contractors see independent contractors
independent contractors 214–15,
222, 243–7, 251
infrastructure changes 179–85, 236
innovation process 91–7, 176–7
and jargon 54–6, 182
and knowledge, acquisition of 90,
91–3, 96, 177
and learning 93–5, 177
management in 84–5, 116, 117,
188–9, 195–211
and matrix organizations, differences
between 112
meaning of 74–6
and monopolies 80, 122
networks 83–7, 96–7, 110, 114,
216–18, 245
niches 84, 125
offshoring 177–8, 196
organizational culture 182–3
organizational forms 85–7, 106
outsourcing 75, 91, 177–178, 230–31,
232–3
pay and benefits 78
and performance appraisals 189–90
personal commitment 187–9
and quality management 81–2, 231
recruitment 204–5, 231, 239, 240–42
relationships 79, 87–9
and rightsizing 103–20
stakeholders 84–5, 87
and strategic planning 137, 139, 146,
246–7
surroundings, physical 183–5
team evaluation 191–3
technology, use of 184–5
trust 87, 89, 90
value chain 77
value directors 233–43
value propositions 80, 117–18
value transposition see value
transpositions
corporate form 85–6
evocabulary ambiguities see
terminology revolution
waste, minimization of 64
Waterman, R.H. 59
Western Electric see Hawthorne Effect
Whittington, R. 139
Windows operating system 126, 128
see also Microsoft
women
British workforce 16
and horizontal revolution 54
United States workforce 32, 54, 65–6
work-flowcharts 60–62
work–life balance 52, 244
working, reasons for not 136–8, 146,
147–8
workshops and seminars 248, 250
World War II 11, 39, 51, 199
Servicemen’s Readjustment Act 52–3
WorldCom 145
Xerox 65, 178