Preface

The ‘elevator pitch’ for this book

- The efficiency and effectiveness of all organizations eventually drops to a very low level. Often, repair is not possible.
- A cause, newly identified in this book, is uncontrollability. In an uncontrollable organization, decision-makers unknowingly lack the information necessary to make the crucial decisions called for. Its decision-makers can even be operating in purely imaginary worlds.
- Uncontrollability is inevitable, unavoidable and irreparable.
- In the market, those organizations usually fall apart, and are replaced by new, efficient and effective organizations.
- However, in the public domain, organizations are protected from the consequences of their eventual inefficiency, through subsidies, relaxation of quality standards or whatever.
- This is the most important reason why, on average, organizations operating in the market sector are so much more efficient and effective than those belonging to the public sector.

When preparing the manuscript, we were often asked what it was all about. Understandably, most people who asked this question lacked the time, patience, interest or energy to listen to an overly lengthy answer that included all the perspectives, illustrations and justifications that the subject requires. We therefore prepared the

short ‘elevator pitch’¹ above, that satisfied the demands of civilized verbal dialogue.

Many who take this book into their hands will entertain the same question, while lacking time, patience, interest or energy to read the summary, let alone the complete book – again, understandably so. We felt we would oblige them by presenting our pitch as a preface.

For those who would like to understand where this logic comes from, we simply refer them to this book.

Hugh van der Mandele
Arjen van Witteloostuijn
Tilburg, October 2012

NOTE

1. The term ‘elevator pitch’ reflects the idea that it should be possible to deliver the summary in the time span of an elevator ride, or approximately 30 seconds to two minutes.