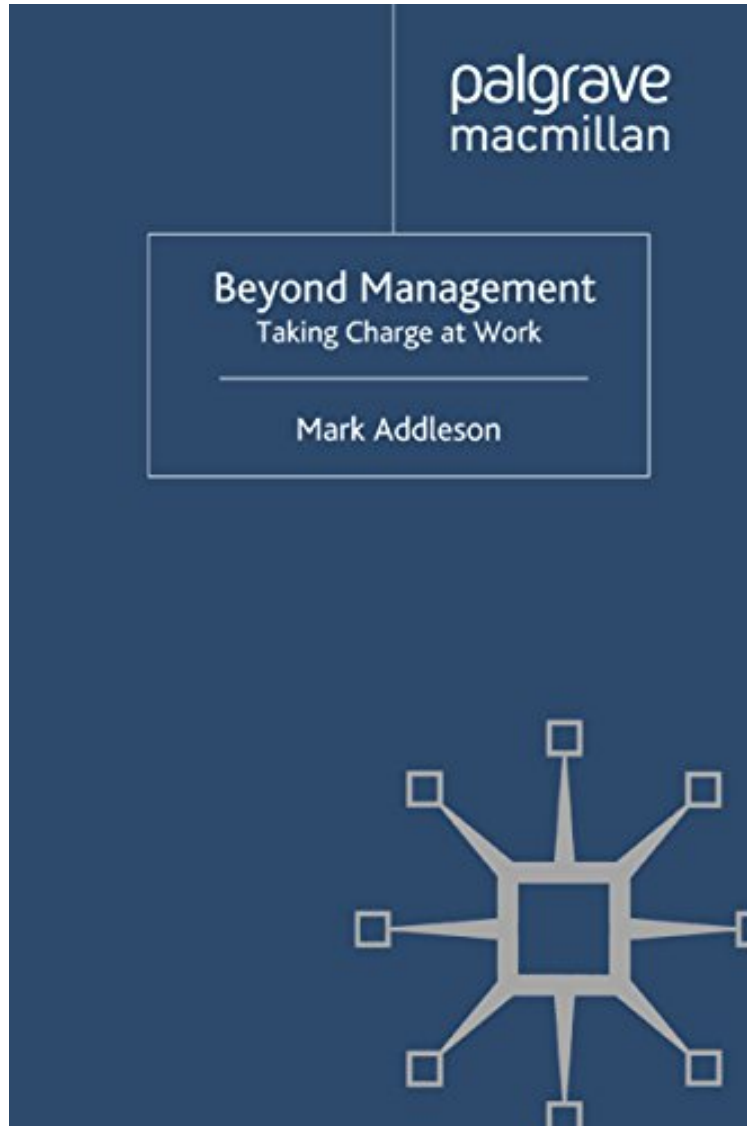


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Beyond Management: Taking Charge at Work

M. Addleson

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M. Addleson : Beyond Management: Taking Charge at Work before purchasing it in order to gage whether or not it would be worth my time, and all praised Beyond Management: Taking Charge at Work:

1 of 2 people found the following review helpful. Challenges status quoBy Howard FrenchThe author introduces or expands on management concepts that generally conflict with operations in bureaucratic organitions, particularly in governmental settings. Yet, these concepts regarding knowledge workers and the management philosophy that enables them to excell are sound. What may be lacking to the practitioner is the "then what." Rather than a "how to" text, Professor Addleson challenges us to consider our options and devine our own path to a more collaborative

management style. Professor Addleson has agreed to discuss the concepts he expounds on in *Beyond Management* with a small group of Federal leaders, and we hope it will stimulate their thinking toward new ways of operating. 1 of 4 people found the following review helpful. Professional management is a farce. The more crap I read about management and management techniques, the less respect I have for the whole silly mess. I had high hopes for this book, based on reviews and commentary. Addleson does accurately describe what's wrong with traditional management, but we all really know that anyway. Seriously wishing I'd borrowed this from the library. Was definitely not worth \$40. 10 of 10 people found the following review helpful. A Ground-Breaking Book. By Mark Leheney. Once in a great while in a good life, you take a class, read a book or have a conversation that fundamentally changes the way you see virtually everything. Mark Addleson's work on organizations is that for me in this book, "*Beyond Management*." If you are interested in what happens when work needs to be done and human beings show up to do it, how organizations function or don't, why there seem to be so many disconnects at work, or what has happened in our lifetimes to post-factory workplaces, you have to read this book. He is far, far ahead of the tired, conventional, ineffective thinking on organizations, management and leadership. What he is saying is new, original and very powerful. He has figured out what has really gone wrong in organizations. At the risk of doing it injustice, I will say that Mark's work is around what happens when you apply a factory mental model of work to knowledge work. Work has completely changed in our lifetimes to the point where in order to do knowledge work we desperately need creativity, collaboration, commitment, accountability, support, enabling environments and much more. But unconsciously, the view from the top is that work is a kind of mental factory. The problem is that all the things you do to make a factory hum actually get in the way of knowledge work. They're counter-productive. Here's the thing about Mark's work: Your own direct experience proves everything he states, and what he argues is nothing short of a tectonic difference in how we've thought up until now, and how we need to think to extricate ourselves from the mess that most organizations have become. Mark's work is fascinating, intellectually stimulating and will prove invaluable as we set out on the next phase of trying to come together to get important work done. I think you will find this book ground-shifting, eye-opening, disturbing and vital.

Traditional management structures, systems, and tools, intended to make the first factories of the industrial age efficient, are now obsolete. Applying them to knowledge-work has exactly the opposite effect, causing all kinds of breakdowns. This book explains why knowledge workers have to manage themselves and tells them how to do it.

In *Beyond Management: Taking Charge at Work*, Mark Addleson goes beyond the easy platitudes of most authors on collaborative work to dig deep into the underpinnings of exactly how people work together in peer-to-peer relationships and networks. From this foundation his suggestions are well grounded in research and practice, yet are practical and straightforward for managers and leaders to implement. He incisively drives home why the world of work must be understood as socially driven. His examples and pragmatic suggestions show how to use the way people naturally network and self organize to speed sense making, improve decisions and foster creativity. Well done! - Verna Allee, President ValueNet Works, author *Value Networks* and *The True Nature of Collaboration*. Mark Addleson's *Beyond Management* shows us not only why the hierarchical bureaucracy of traditional management is expensive, inefficient and at odds with the needs of today's organization but also how knowledge-work can be organized to establish the needed values of responsibility, collaboration, imagination, collaboration, flexibility, and accountability. - Steve Denning, consultant and author of *The Leader's Guide to Radical Management: Reinventing the Workplace for the 21st Century*. *Beyond Management* charts the new world of knowledge work, in which hierarchical organizations have been replaced by flexible, self-organizing networks. It is critical reading for anyone who wants to understand the nature of the contemporary workplace. - Francis Fukuyama, Olivier Nomellini Senior Fellow, Freeman Spogli Institute for International Studies, Stanford University, author *The End of History and the Last Man* and *The Origins of Political Order: From Prehuman Times to the French Revolution* Exploring the social, creative, and cooperative nature of knowledge work, *Beyond Management* offers a deeper understanding of how to achieve organizational success. It is required reading for those who need to navigate the new world of work. - Janine R. Wedel, Professor, George Mason University School of Public Policy, author *Shadow Elite: How the World's New Power Brokers Undermine Democracy, Government, and the Free Market* Few books, much less those about management, look at the world of work adopting the 'view from practice.' This one [*Beyond Management*] does. And it finds that the practice of knowledge workers is so fundamentally about caring, meaning making, and 'organizing' as social activities that the traditional division of labor between those who organize and those who implement has become obsolete and indeed counterproductive. The challenge? Organizations have to rediscover the practice of organizing from the ground up. - Etienne Wenger, Researcher, consultant, and author *Communities of Practice: Learning, Meaning, and Identity*. About the Author MARK ADDLESON is an Associate Professor of Management Economics at George Mason University School of Public Policy, Washington D.C., USA. Before joining George Mason University in 1994, Professor Addleson taught for more than 20 years in his native South Africa at the University of the Witwatersrand's Graduate School of Business Administration, where he was head of the General Management

program. From 1989 to 1994, Professor Addleson was a director of Econometrix, a firm of consultants with clients across all sectors of the economy. He has consulted with many companies and public and non-profit organizations both in the United States and South Africa. Professor Addleson publishes regularly in academic journals and has authored books, newspaper articles, and papers presented at local and overseas conferences. He has been awarded numerous research grants and the Wits Business School's award for teaching excellence.