INDEX

ABB Network Control, 207	Asea Brown Boveri (ABB)
ACENET	cluster organization of, 98
flexible business networks and, 98, 103	global context of, 44
need for networking in, 8	integrated levels in, 225—26
Advanced Micro Devices, 8	internal markets in, 98, 101
Agricultural Age	as sets-within-sets-within- sets
hierarchy in, 3, 12, 37, 38, 39—40, 41	corporate organization, 105—8
integrated levels and, 64	teams in, 99, 207
pace of change in, 140, 141, 142	top teams in, 99
Air Canada, 8	Ashby, Ross, 198
Airbus Industrie, 43—44	AT&T, 220
Albertini, Kathleen Barry, 7	hierarchy in, 45
Alburty, Steve, 102	Internet and, 169
Alcatel, Intel and, 103	social-technical networks in, 149
Alexander, Christopher, 168, 228, 232	top teams in, 98
Allen, Robert, 11	whole-part view of CEO of, 11
Allen, Tom, 47	AT&T Universal Card Services
Alliances, teamnets in, 98, 102—3	change at, 203—4
Altair, 150	high-performance teams at, 98, 99
America Online, 99, 167, 170	organization of, 37
American Association of Critical Care	Automobile industry, boundaries in, 16
Nurses, 8	
American Tinning and Galvanizing, 83	Babbage, Charles, 149
Ameritech, Intel and, 103	Baby Bells, 220
Ancona, Deborah, 225	Baldrige, Malcolm, National Quality
Andersen, Arthur, & Co.	Award, 131
integrated levels in, 95—96	to AT&T Universal Card Services, 204
social-technical networks in, 98, 148	to Eastman Chemical Company, 51,
Apollo Computer, 192	52, 53, 57—58
Apple Computer, 220, 224	Barnevik, Percy, 99
Apple II, 150	Barry, Bob, 6
IBM and, 199	Bell Atlantic, 46
Motorola and, 199	Intel and, 103
Somerset and, 43	leadership at, 94
strategic alliances of, 98	Bell Labs, Unix of, 159, 160
Architecture of complexity, 5 9—62	Bell Northern, 99
holon and, 228	Bell-South, Intel and, 103
integrated levels and, 66	Ben-Safer, Daniel, 169
ARPA, see DARPA	Bennis, Warren, 223

Biodiversity, in leadership, 223—24	Carlyle, Thomas, 127
Biological Internet, 200	Casco Bay Educational Alliance, 135
Bologna, 185	Catawba Valley Hosiery Association, 8
Boole, George, 149	Cayman Systems, 92
Bosses, 94	Central Intelligence Agency (CIA), 7, 8,
see also Multiple leaders	129
Boston, fire prevention effort in, 32—33,	CEO, whole-part view of, 10—11
135	Champion Bolt, 84
Boston Globe, The, 8	Champy, James, 206
Boundaries	Change
in networks, 16, 17	in Age of Network, 15
Nomadic Age and, 64—65	hierarchy and, 71
small groups and, 64—65	hierarchy-bureaucracy and, 71—72
Boundary-crossing networks, social	learning organization and, 209—10
capital and, 199—200	metatrends and, 204—5
Briese, Gary, 33	network potential assessed with pace
Brigham and Women's Hospital, 17	of, 134, 139—48
Brill, Mike, 230	networks and, 72—74, 76, 210—11
British Petroleum, 100	organization and, 20
British Petroleum Exploration (BPX), 44	quality and, 206, 207
Brown, Harry, 19, 79—85, 89, 90, 96, 118	reengineering and, 206—7
BudgetNet, 132	social capital and, 212—13
Bulletin boards, 99	teams and, 206—8
Bureaucracy	unifying purpose and, 210—11
advantages of, 4	see also Trends
blending into organization, 20, 26, 36,	Channels, startup and, 110—11
37	Chiat/Day, 98, 101—2
coining of word, 127	Chips, development of, 91, 150
in Eastman Chemical Company, 74—	Chrysler, 102
76	Civic communities, 183—85
as enabling infrastructure, 46	Cluster organizations, 98, 100
in fire departments, 34, 35, 49	Co-opetition, 124
hierarchy with, 13—14, 63—64	at EBC Industries, Inc., 82
in Industrial Age, 3,13, 37, 38, 40, 41,	Emilia-Romagna and, 190
67—69	in networks, 16—17
leadership and, 94	with organizing principles, 229—30
networks with, 6, 13—14, 42—44	Coleaders, 120
prevalence of, S	Collaboration, physical proximity and,
purpose in, 67—69, 216	47—48
specialization in, 25—26, 68	Colleagues, startup and, 108, 109—10
teams with, 13—14	Collocation, collaboration and, 47—48
see also Hierarchy-bureaucracy	Common view, startup and, 108, 109
Burns, Frank, 171	Communication
•	need for widespread, 46
Cafe Appassionato, 38	in networks, 26
Campbell, Andy, 128—29, 131	see also Voluntary links
Campbell, Bill, 149	Community-stares, 179, 185—86

Competition, see Co-opetition Cummins Engine, 98 Competitors, environmental Customer demand, environmental speed speed assessed with, 144, 145 assessed with, 144, 145 Complex environments, pace of change in, CVS, 44 147—48 Cyberspace, 156, 170—72 CompuServe, 167 Computer conferencing, 166—67, 168 DARPA (Defense Advanced Research Computer Sciences Corporation, 89 Projects Agency), 162—63 Computers DARPAnet, 163 chips, 91, 150 D&E Manufacturing, 83 first generations of, 150 Deavenport, Earnest W, Jr., 13, 54, 74, 75, hierarchy principle and, 61, 91 independent members and, 91 Defense Advanced Research Projects personal, 150 Agency, see DARPA Delivery, 123, 125—26, 126 Conflict, in networks, 26 Connections, startup and, 109, 110—11 organizing principles combined with, Connor, Daryl, 130 Conrail, 45 phases of flight compared with, 122, Constituencies, as members of network, 123, 124 117 Deming, W. Edwards, 210, 212—13 Democracy in America (Tocqueville), Continuous improvement, 206, 211, 212 see also Kaizen Cooperation, independence and, 218-19 Denmark, social capital and, 181 see also Co-opetition Dependence, networks killed by, 91 Coordinators, 24, 94, 173, 224 Lorentz as, Digital convergence, 140, 219—20 156, 173—75 Digital Equipment Corporation (DEC), Core firms, 98, 102 150, 221 Corning, Inc. digital convergence and, 219 hierarchy in, 45 social-technical systems at, 100 trust and, 177, 192—93 joint ventures of, 102—3 Creation of Settings and the Future Digital keiretsu, 220 Societies, The (Sarason), 174 Disney, 220 Credit, trust and, 179-80, 185-86, Diversified Manufacturing Company, 187—88 Cross-boundary groups, leaders for, Diversity, in leadership, 223—24 119-20 Domino's Pizza, 148 Cross-boundary ties Dow Jones/Ottaway Newspaper Group, 8 growth achieved through, 215 Downlinks, networks killed by lack of, launch and, 114 96 technology for, 118 Downsizing Cross-functional projects, 16 Crossloyalty and, 218 functional teams, 98, 100 blending team structure for, 217—18 into organization, 36 in Eastman Drucker, Peter, 209 Chemical Company, 54, 57 Cultural differences, in leadership, 223e-mail, 48, 92, 118 "laboratory without walls" and, 22, 118, 24 165

Eastman Chemical Company, 213 independent members and, 91—92 hierarchy in, 45 integrated levels and, 96 Hierarchy Ruler and, 138-39 multiple leaders and, 95 kaizen at, 98, 101 unifying purpose and, 89—90 voluntary links and, 93 organization of, 13, 14, 74—76 organizing principles in, 19 Fast learning organization, 28, 221 social-technical networks in, 149 Fax, links established by, 118 teamnets in, 51-58 Federal Express teams in, 98, 99, 207 bureaucracy in, 46 trust and, 193-96 social-technical networks in, 149 Eastman, George, 52, 195 Federal Quality Institute, 132 EBC Industries, Inc., 118 Fedorko, Joe, 80 co-opetition in, 82 Fifth Discipline: The Art & Practice of core firms in, 98, 102 the Learning Organization, The flexible business networks and, 98, 103 (Senge), 209 independent members in, 80, 83 FinanceNet, 132 multiple leaders in, 80, 84 Fire departments, 31—35, 48—49 organizing principles in, 19 of Boston, 32-33, 135 teamnets in, 79-85 bureaucracies in, 34, 35, 49 hierarchies in, 33, 34, 35, 49 unifying purpose in, 80, 83 voluntary links in, 80, 83-84 networks in, 34, 35, 49 Egan, Dennis, 129—30 organizing principles in, 19 small groups in, 34, 35, 49 Eichin, Mark, 161, 162 Five Teamnet Principles, see Organizing Einstein, Albert, 129 Eisenhower, Dwight D., 114 principles Electronic Networking Association, 170 Flexible business networks, 16, 98, 103 Ely's Cheesecake, 9 Emilia-Romagna and, 181 Emilia-Romagna, 180—85, 189—90 growth achieved through, 215 Enterprises, teamnets in, 98, 101—2 trust and, 186 Flight, phases of, as metaphor for five Environmental pace of change, network potential and, 134, 139—48 phases of teamnets, 121-23, 124 Environmental Pace of Change Food industry, networking and, 8 Assessment, 144-45 Forster, E. M., 157, 165 Environmental speed, pace of change Fuller, R. Buckminster, 72, 216 and, 144—45 Furniture/New York, 8 Equality, social capital and, 198 Erie Bolt Company, see EBC Industries, General Electric Canada, 100 General Instrument, Intel and, 103 Erie Industrial Supply, 84 Giant Foods, 8 Erie Plating Company, 83 Gilman, Al, 130 Gilman, Robert, 130, 131 Ethernet, 226 Global economy Evans, John, 198 businesses in, 44-45 Evans, Lilly, 44 CEO understanding, 11 Evolution, pace of change and, 140-41 cooperation and, 218—19 Fagerquisr, Ulf, 224 Failure of networks

Global economy (cont'd)	advantages of, 4
networks in, 14—15	in Agricultural Age, 3, 12, 37, 38, 41
organization in, 13—14	benefit of, 28
Global knowledge, for success in 21st century, 10—11	blending into organization, 20, 26, 36, 37
Global networking, growth of, 176	with bureaucracy, 13—14, 63—64
GO Corporation, 149	change hitting, 71
Goals, launch phase establishing, 115, 116	in Eastman Chemical Company, 57,
Goerl, Vincette, 129	74—76
Gore, Al, 128, 129, 130, 132	in fire departments, 33, 34, 35, 49
Gore, W L., & Associates	leadership and, 94
cluster organizations at, 100	levels and, 61—62, 65—66
leadership at, 223	limited information access in, 26
Government	"network-enabled," 45—46
as archetype bureaucracy, 134—35	with networks, 13—14, 18, 42—44,
environmental speed assessed with,	59—62,64
144, 145	organization chart for, 71
networks in, 46, 135	pace of change in, 147—48
organizing principles in, 19	prevalence of, S
reinventing with NetResults, 127—33,	purpose replacing brute force of, 216
135	simple, 63
Granovetter, Mark, 199	status bands in, 39—40
GrantsNet, 132	teamnet/virtual project clashing with, 26
Groups, see Small groups	VirusNet having, 159
Groupthink	see also Integrated levels
network killed by, 90	Hierarchy-bureaucracy
startup and, 109	change toppling, 71—72
Grove, Andy, 45	links converting to network, 72—74, 76
Growth, emphasis on, 214—16	organization chart for, 71—72
•	teamners as successor to, 145, 147—48
Haas, Robert, 220	Hierarchy Ruler, 137—39, 152
Haglund, Thommy, 105, 106, 107	High performance, rebellion against
Halal, William, 101	demands for, 218
Halewood Pharmacy, 44	High-performance teams, 98, 99
Hammer, Michael, 206	High-tech companies, 8
Hartley-Leonard, Darryl, 9	Hine, Virginia, 26
Hastings, Cohn, 224	Hochkoeppler, Rainer, 21, 22
Health care industry, networking and,	Hock, Dee, 91
8—9	Holonomy, 226—31
Health maintenance organizations, 9	Holonomy: A Human Systems Theory
Hequer, Marc, 222	(Stamps), 228—29
Hewlett-Packard	Horizontal corporations, 16
cross-functional teams in, 98, 99	Hospitality industry, networking and, 8,
trust and, 192—93	9—10
Hewlett, William, 192	Howards End (Forster), 157
Hierarchy	Hunt, David, 203

Hyatt Hotels Corporation	Information Age
leadership and, 94, 95	communications in, 48
networking in, 8, 9—10	network in, 3, 13, 37, 38, 41
organization of, 36	pace of change in, 140, 141, 142
quality and, 206	technology of, 149—51
service webs at, 98, 102	voluntary links in, 64, 69—71
social-technical networks in, 149	Information Revolution, start of, 127
Hytech Metals, 83	Information sharing, need for, 220
,	Innovation, environmental speed
IBM, 220	assessed with, 144, 145
Apple and, 199	Integrated levels, 19, 86, 95—96
digital convergence and, 219	Agricultural Age and, 64
Internet and, 169	in Arthur Anderson & Co., 95—96
Motorola and, 199	in Eastman Chemical Company, 55—56
networking in, 8	failure and, 96
PC, 150	holonomy and, 226—31
small groups in, 38	launch and, 120—21
Somerset and, 43	no downlinks and, 96
strategic alliances of, 98	no uplinks and, 96
IGnet, 132	organizational change and, 211
Implementation, of teamnets, 108	phases of teamnet development
Inclusion, startup and, 109, 112—13	combined with, 124
Independent members, 18, 86, 90—92	in social-technical networks, 151
in computer industry, 91	startup and, 112—13
cooperation among, 219	trends in, 225—26
dependence and, 91	VirusNet having, 159
in Eastman Chemical Company, 55—56	Intel
in EBC Industries, Inc., 80, 83	hierarchy in, 45
failure and, 91—92	joint ventures of, 98, 103
for interdependence, 91	Interactions, startup and, 110—11
launch and, 116—17	Internal markets, 98, 101
Nomadic Age and, 64—65	International Association of Fire Chiefs, 33
organizational change and, 210—11	International Mars Exploration
phases of teamnet development with,	Working Group, 43
124	Internet, 10, 15, 41, 61, 92, 99, 157—69
in social-technical networks, 151	biological, 200
startup and, 110	governing, 162—65
stubborness and, 92	in India, 21—22
trends in, 217—19	links in, 23
VirusNet having, 159	naming system of, 163—64
VISA International and, 90—91	NetResults and, 132
India, Internet in, 21—22	number of people using, 176
Industrial Age	online with, 165—69
bureaucracy in, 3, 13, 37, 38, 40, 41,	organizing principles in, 19
67—69	VirusNet and, 158—62
expansion in, 14	Internet Architecture Board, 164
pace of change in, 140, 141, 142	Internet Engineering Task Force, 164
unifying purpose and, 64	

"Internet Protocol," 163	members in, 116—17
Internet Relay Channels, 169	multiple leaders in, 119—20
Internet Society (ISOC), 164	organizing principles combined with,
Isolation, networks killed by, 93	124
Italy	participatory planning in, 114
community-states in, 179, 185—86	phases of flight compared with, 121,
credit invented in, 179-80, 186	122, 123, 124
	purpose in, 115—16
Johnson, Bill, 219	self-organization in, 113—14
Joines, Bob, 53, 54, 55—56, 57—58, 75,	turbulence of, 125
76, 194, 195, 196, 213	unifying purpose in, 113—14
Joint ventures, 16, 98, 102—3	"Law of Requisite Variety," 198—99
growth through, 215	Lea, Doug, 167—68
Juran, Joseph, 130	Lea, Zack, 167, 168
, to aran, to seepin, 12 o	Leaderless network, networks killed by, 95
Kahn, Lynn Sandra, 129	Leadership, shared, 13
Kaizen, 98, 101, 211	see also Multiple leaders
see also Continuous improvement	Learning organization, 28, 220—21
Karzenback, Jon R., 208	at Asea Brown Boveri, 105—8
Kearns, David, 119	fast, 28, 221
Keiretsu, 104	organizational change through, 209—
digital, 220	10
see also Megagroups	unifying purpose and, 210
Kellogg's, 8	Leatham, Karl, 89
Kimball, Lisa, 156, 170—72	Legnasky, Joe, 85
Knowledge, need for widespread, 46	Levels, hierarchy and, 61—62, 65—66
Knowledge Era, Steelcase in, 231	see also Integrated levels Levi Strauss
Knowledge worker, 209	
Koestler, Arthur, 228	information sharing and, 220
Koskinen, Larry, 130 KPMG Peat Marwick	leadership in, 223
hierarchy in, 45	Lincoln, Geri, 208
	Links, see Voluntary links
networking in, 6, 8, 9	Local area networks (LANs), 150
organization of, 35—36	Local knowledge, for success in the 21st
service webs in, 102	century, 11
"I showstowy without walls " 21 24 110	Lorentz, Elizabeth Meyer, 156, 173—75
"Laboratory without walls," 21—24, 118,	Lovelace, Ada, 149
165—66	Lower-archy
virtual teams in, 98, 99	networks involving, 18
voluntary links and, 21—24	VirusNet having, 159
Langsdale, Ninamary, 35	Loyalty, downsizing and, 218
Large organizations	Lukensmeyer, Carolyn, 131
networks in, 152	Lundqvist, Gosta, 99
teamnets in, 98, 100—101	Lutz, Robert A., 102
Launch, 108, 113—21, 123	
cross-boundary work in, 114	Machining Concepts, 83
levels integrated in, 120—21	McLuhan, Marshall, 176
links in, 117—19	

Making Democracy Work: Civic Traditions in Modern Italy	Multiple leaders, 13, 19, 28, 86 in Eastman Chemical Company, 57
(Putnam), 182	in EBC Industries, Inc., 80, 84
Manufacturing, shrinkage of, 41	failure and, 95
Marakova, Olya, 118	launch and, 119—20
Marriott, 9	leaderless network and, 95
quality and, 206	organizational change and, 211
Maslyn, Robert, 135	phases of teamnet development with,
Massachusetts General Hospital, 17	124
Maturity, multiple leadership needing,	"prima donna" effect and, 95
222	in social-technical networks, 151
MCI, Internet and, 169	startup and, 112
MeasureNet, 132	test phase and, 125
Mechanistic organizations, pace of	trends in, 222—25
change in, 143, 145—48	VirusNet having, 159
Megagroups, teamnets in, 98, 103—4	see also Coordinators
Melohn, Tom, 222	
Members, see Independent members	National Aeronautics and Space Agency
Mergers, KPMG Peat Marwick and, 6	(NASA), Strategic Avionics
Meta Network, The, 170, 171	Technology Working Group and, 43
MetaNet, 166—67, 170, 171	National Fire Prevention and Control
MetaSystems Design Group, 170	Administration (NFPCA), 32
Metatrends, 204—5	National Museum of American History,
see also Change	127
Metcalf, Marion, 129, 130—31	National Performance Review (NPR),
Micromanagement, as extinct, 46	129—31, 132
Microsoft	National Science Foundation, 163
Intel and, 103	Neal, Dan, 85
Internet and, 169	NetResults, 46, 127—33, 135
Middle Ages, trust creating wealth in,	NETWEAVER, 170
24—25	"Netweavers," 224
Miller, Bill, 226—27	Network potential, assessment of, 134—
Mills, D. Quinn, 100	54
Mission, launch phase establishing, 115	pace of change studied for, 134, 139—
Mississippi River floods, 197	48
Mistrust, cost of, 25, 186—87, 197	size and scope studied for, 134—39
see also Trust	social-technical networks studied for,
Mollo, Russ, 84	134, 148—52
Montague, Lyn, 168	Network tetrahedron, 72—74 Networking
Morris, Robert T., Jr., 158, 160—61	Book, The (Lipnack &
Morris, Robert T., Sr., 162	Stamps), 172
Motorola	Networking Journal, 170—71
Apple and, 199	Networking (Lipnack and Stamps), 172
IBM and, 199	Networks
networking in, 8	all types of organizations included in,
Somerset and, 43	36, 37, 42—44, 64
strategic alliances of, 98	as beneficial, 24

Networks (cont'd)	Olsen, Ken, 193
blending into organization, 20, 36, 37	Open book management, 220
boundary-crossing, 199—200	Organic organizations, pace of change in,
bureaucracy with, 36, 42—44	143, 145—48
change spinning, 72—74	Organization
characteristics of, 16—17	mechanistic, 143, 145—48
communication in, 26, 47—48	mixed forms of, 35—37
costs of, 224	of networks, 13—14
development of, 5, 19	organic, 143, 145—48
in Eastman Chemical Company, 74—	traditional, 12—13
76	work matched with right form of, 20,
in fire departments, 34, 35, 49	26
in global economy, 14—15	see also Bureaucracy; Hierarchy;
growth through, 215	Networks; Small groups
hierarchy-bureaucracy converted	Organization chart
into, 72—74, 76	for Eastman Chemical Company, 74—
hierarchy with, 42—44, 59—62, 64	76
in Information Age, 3,13, 37, 38, 41	for hierarchy, 71
linking in, 41—42	for hierarchy-bureaucracy, 71—72
making difference in, 26	for network, 72—74
as metatrend, 204—5	"Organizational Assessment" chart,
organization of, 13—14	145—46
problems in, 26	Organizing principles, 17—19, 86—87 co-
problems solved with technology	opetition with, 229—30
and, 221	developing teamnets understanding,
social capital and, 187, 188—90	108
social sciences and, 172—73	phases of teamnet development with,
as systems, 228	124
teams with, 42—44, 208	in small groups, 86—87
unifying purpose central to, 210—11	in social-technical networks, 151—52
New Partnership, The (Melohn), 222	in VirusNet, 158—59
Nike, 44	see also Independent members;
19th-century organization, see	Integrated levels; Multiple leaders;
Bureaucracy	Unifying purpose; Voluntary links
Nintendo, 220	Outsourcing partnerships, 16
Nodes, in social-technical networks, 151	Overload, networks killed by, 93
Nomadic Age	-
boundaries and, 64—65	Pace of change, network potential assessed
interdependent members and, 64—65	with, 134, 139—48
pace of change in, 140—41, 142	Packard, David, 192
small groups in, 3, 12, 37, 38—39, 41	Paramount, 220
Nongovernmental organizations	Participants, as members of network,
(NGOs), 136	117
North American Tool and Die, 222	Participatory planning, launch and, 114
NPR, see National Performance Review	Paul, Gordon, 128
Oil companies, networking in, 7—8	Peat Marwick, see KPMG Peat Marwick

Pellegrin, Jean-Pierre, 180	Reengineering
People, focus on, 27	organizational change through, 206—7
PeopleNer, 132	unifying purpose central to, 210, 211
Perform, 123	Reengineering the Corporation
organizing principles combined with,	(Hammer and Champy), 206
124	Reference point, for Hierarchy Ruler,
phases of flight compared with, 122,	137—39
123, 124	Reinventing government, with
Personal computers (PCs), 150	NetResults, 127—33, 135
Peters, Tom, 15, 130, 223	Relationships
Pinchot, Elizabeth, 101	in Information Age, 42
Pinchot, Gifford, 101	launch phase establishing, 118—19
Planning, participatory, 19	social capital and, 186
see also Launch	startup and, 110—11
Platt, John, 142	see also Voluntary links
Plummet, Mike, 204	"Requisite Variety, Law of," 198—99
Portland, Maine, Casco Bay	Results, measuring, 126
Educational Alliance and, 135	Rheingold, Howard, 170
President's Management Council, 132	Risk taking, for flexible organization, 91
"Prima donna" effect, networks killed	Rochlis, Jon, 161, 162
by, 95	Rosenfeld, Stuart, 181
Pritzker family, 36	Route 128
Procter & Gamble, 98	trust and, 190—91
Prodigy, 167	voluntary geographies in, 98, 104
Ptolemy, 97	
Publishers, networking and, 8	Saab, 210
Purpose, in bureaucracy, 67—69	Safeguard Scientifics, Inc., 97
see also Unifying purpose	Saouli, Karim, 169
Putnam, Robert, 182, 189, 190	Sarason, Seymour, 173, 174
Pyramid	Saturn, 99
hierarchical levels and, 65—66	Saxenian, AnnaLee, 104, 190—91, 192,
as traditional organization, 12—13	193
	Scope
Qantas Airways	network potential assessed with,
need for networking in, 8	134—39
small groups in, 38	organization and, 20
Quality	Self-directed teams, 98—99
organizational change through, 206,	in Eastman Chemical Company, 13
207	Self-organization, of teamnets, 113—14
requirements for, 213	see also Launch
unifying purpose central to, 210, 211	Senge, Peter, 130, 209
Quarterman, John, 176	Senior management, see Leadership
D : : : 1 : 1 1 10 10 10 7	Serial time, 68
Reciprocity, social capital and, 186, 187,	Service webs, 98, 102
188—90, 212, 213	Services, as growth sector, 41
Reece, Frank, 39	

Shared leadership, 13	networks and, 183, 185, 187, 188, 189,
see also Multiple leaders	199—200, 212
Shared purpose, launch and, 113	reciprocity and, 186, 187, 188, 189,
Sheraton, 206	212, 213
Siemens, Intel and, 103	relationships and, 186
Silicon Valley	violence and fear undermining, 198
trust and, 190—91, 193	wealth from, 24, 28, 222
voluntary geographies in, 98, 104	winners in the 21st century having
Simon, Herbert, 59, 61, 62, 228	greatest, 198
Simple environments, pace of change in,	see also Trust
147—48	Social networks, in civic communities,
Singer, Gunther, 26	183, 185
Size	Social sciences, networks and, 172—73
network potential assessed with,	Social Services Web, 132
134—39	Social-technical systems, 98, 100—101
organization and, 20	network potential assessed with, 134,
Small and medium-sized enterprise	148—52
economic development, 98, 104	Somerset, 43
Small groups	Sony, 220
blending into organization, 20, 36	Soul search, values and, 232
boundaries and, 64—65	Southwest Airlines, 223
connectivity in, 47—4 8	Specialization, in bureaucracy, 25—26,
in fire departments, 34, 35, 49	40, 46, 68
informal, 63	Speed, pace of change assessed by
networks with, 18, 42—44	gauging, 144—45
in Nomadic Age, 3, 12, 37, 38—39, 41	Stable clusters, as principle of hierarchy,
organizing principles applied in,	59—62
86—87	Stakeholders, as members of network, 117
pace of change in, 147—48	Stamps, Jeffrey 5., 228—29
prevalence of, 4, 5	Starmer, Frank, 21—24, 98, 99, 118,
see also Teamnets; Teams; Virtual	165—66, 200
teams	Startup, 108—13, 123
Smith, Douglas K., 208	colleagues and, 108, 109—10
Smith, Norris Parker, 162	common view and, 108, 109
Smith, Raymond W., 46, 94	connections and, 109, 110—11
Social capital, 177—200	inclusion and, 109, 112—13
boundary-crossing networks expanding,	organizing principles and, 124
199—200	phases of flight compared with, 121,
crises and, 197	122—23, 124
Deming and, 212—13	voices in group and, 109, 112
Denmark and, 181	Steelcase, Inc.
Eastman Chemical Company and,	communication and collaboration
193—96	and, 47—48
Emilia-Romagna having, 180—85,	holonomy and, 226—31
189—90	Strandwitz, Norm, 85
equality and, 198	Strategic alliances, 16, 98, 103
growth achieved through, 215, 216	growth achieved through, 215

Strategic Avionics Technology Working	problems with, 208
Group, 43	self-directed, 13, 98—99
Stubborness, networks killed by, 92	success of, 27
Sun Microsystems, 192	top, 98, 99
Systems, network potential assessed with, 134, 148—52	unifying purpose and, 208, 210 virtual, 38, 98, 99
Systems theory, holonomy and, 226—31	see also Small groups
Systems within systems within systems,	Technology
architecture of complexity and,	of Information Age, 149—5 1
59—62	links enhanced with, 117—18
	network potential assessed with, 134,
TCI, 220	148—52
Teamnet action matrix, 124	oil companies and, 8
TeamNet Factor, The (Stamps &	organization and, 20
Lipnack), 130	problems solved with networks and,
Teamnets, 38, 211	221—22
in alliances, 98, 102—3	role of, 6—7
in Eastman Chemical Company, 51—	voluntary links and, 92—93
58	see also Internet
in EBC Industries, Inc., 79—85	Telnet, 166, 167
in enterprises, 98, 101—2	Test, 123, 125
furniture system for, 231	organizing principles combined with,
as hierarchy-bureaucracy successor,	124
145, 147—48	phases of flight compared with, 122,
hierarchy clashing with, 26	123, 124
implementation, 108	Theory, change needing, 214
in large organizations, 98, 100—101	Third Wave, The (Toffler), 37
in megagroups, 98, 103—4	#30plus, 169
in networks, 17	Time
organizational scale and, 97—104	as frontier in Age of Network, 15
phases for developing, 107- 126, see	pace of change and, 134, 139—48
also Delivery; Launch; Perform;	serial, 68
Start; Test	Time horizon, launch phase
in small groups, 98—99	establishing, 115
trends in, 217—18, 220	Time-Warner, 220
see also Organizing principles	Tocqueville, Alexis de, 183
Teams	Toffler, Alvin, 37
cross-functional, 98, 100	Tolan, Stephanie, 167
definition of, 208	Top teams, 98, 99
downsizing mandating, 217—18	Toshiba, keiretsu at, 104
failure of, 217	Toyota Motor Company, crossfunctional
high-performance, 98, 99	teams at, 100
leaders forming, 225	Training (Hequet), 222
as networks, 208	Travel industry, networking in, 8
organization combining hierarchy,	Trends
bureaucracy and networks with,	in independent members, 217—19
13—14	in integrated levels, 225—26
prevalence of S	-

Trends (cont'd)	launch and, 113—14, 115—16
in multiple leaders, 222—25	as natural resource, 27
in unifying purpose, 214—16	organizational change and, 210—11
values and, 232	phases of teamner development
in voluntary links, 219—22	combined with, 124
see also Change	purpose of, 88—90
Trust, 177, 188—90, 212	in social-technical networks, 151
Apollo Computer and, 192	startup and, 109
in civic communities, 183—85	teams and, 208
community-states based on, 179	trends in, 214—16
credit based on, 179—80, 185—86,	values and, 232
187—88	VirusNet having, 159
Digital Equipment Corporation and, 192—93	Unitarian Universalist Ministers' Association, 38
Eastman Chemical Company and, 58,	United Nations (UN), 135—36
193—96	U.S. Postal Service, 36
Emilia-Romagna and, 180—85, 189— 90	United Steel Workers Union, EBC Industries, Inc. and, 82
flexible business networks and, 186	Unix, VirusNet and, 159, 160
Hewlett-Packard and, 192—93	Uplinks, networks killed by lack of, 96
impediments to corporate, 27	US TeleCenter, 39
islands of, 196—200	USNet, 98, 104
as key to success, 200	
"laboratory without walls" and, 23	Valimont, Bob, 85
mistrust and, 186-87, 197	Values, search for soul and, 232
in networks, 16	Vertical alliances, trends in, 220
northern Italy and, 178—80	Vespoli, Lew, 85
quality and, 213	Viacom, 220
Route 128 and, 190—91	Virtual Community, The (Rheingold), 170
Silicon Valley and, 190—91, 193	Virtual corporations, 16, 98, 101—2
startup and, 111	growth achieved through, 215
Sun Microsystems and, 192	Virtual groups, 48
value of, 197	Virtual projects, hierarchy clashing
voluntary links and, 18, 93	with, 26
wealth created by, 24—25	Virtual teams, 38, 98, 99
see also Social capital	blending into organization, 36
Trust Factor, The (Whitney), 186—87	VirusNet, 158—62
	VISA International, 90—91
"Ubiquitous computing," 226—27	Vision
Unifying purpose, 18, 68—69, 86	change needing, 214
in Eastman Chemical Company, 54—55	launch phase establishing, 115 Vitello, Joan, 8
in EBC Industries, Inc., 80, 83	Voices, startup and, 109, 112
failure and, 89—90	Voluntary geographies, 98, 104
groupthink and, 90	Voluntary links, 18, 41—42, 69—71, 86,
Industrial Age and, 64	92—93
insufficient, 90	characteristics of, 23—24

Voluntary links (cont'd) startup and, 110-11 at Eastman Chemical Company, 57trends in, 219—22 trust and, 93 in EBC Industries, Inc., 80, 83—84 VirusNer having, 159 exploding, 28 failure and, 93 Washington Post, The, 8 hierarchy-bureaucracy converted to Wasielewski, Ron, 84 network with, 72—74, 76 Wealth, from social capital, 24-25, 28, Information Age and, 64 isolation and, 93 Webberly, Helen, 169 "laboratory without walls" as Wheel, converting to network, 73—74 example of, 21—24 Whitney, John 0., 186—87 launch and, 117—19 Whole-part organizational change and, 211 CEO and, 10—11 overload and, 93 holonomy and, 226—31 phases of reamnet development Wide area networks (WANs), 150 combined with, 124 Wisdom of Teams, The (Katzenbach and Smith), 208 physical, 23, 28, 92 quality and, 213 Women, as leaders, 224 relationships and, 172 World Bank, 136 in social-technical networks, 151 World, The, 165