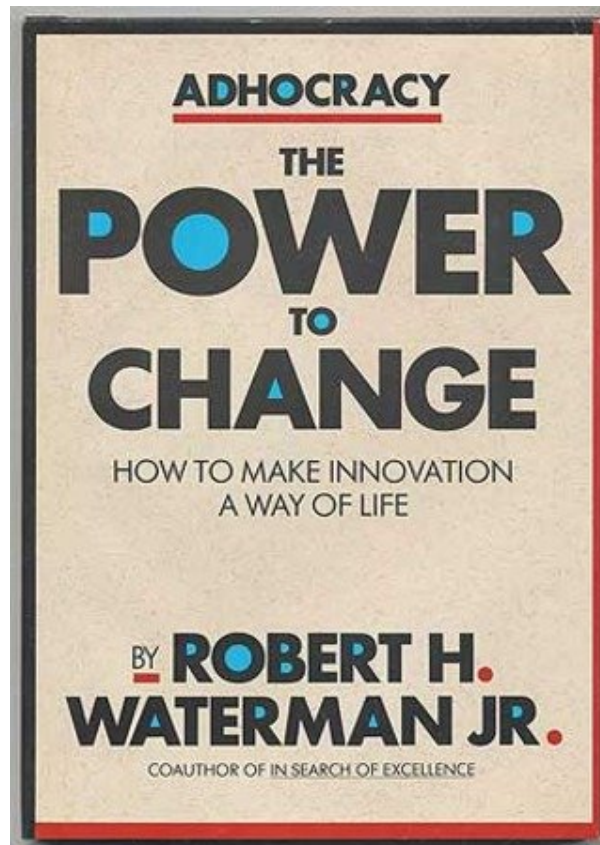
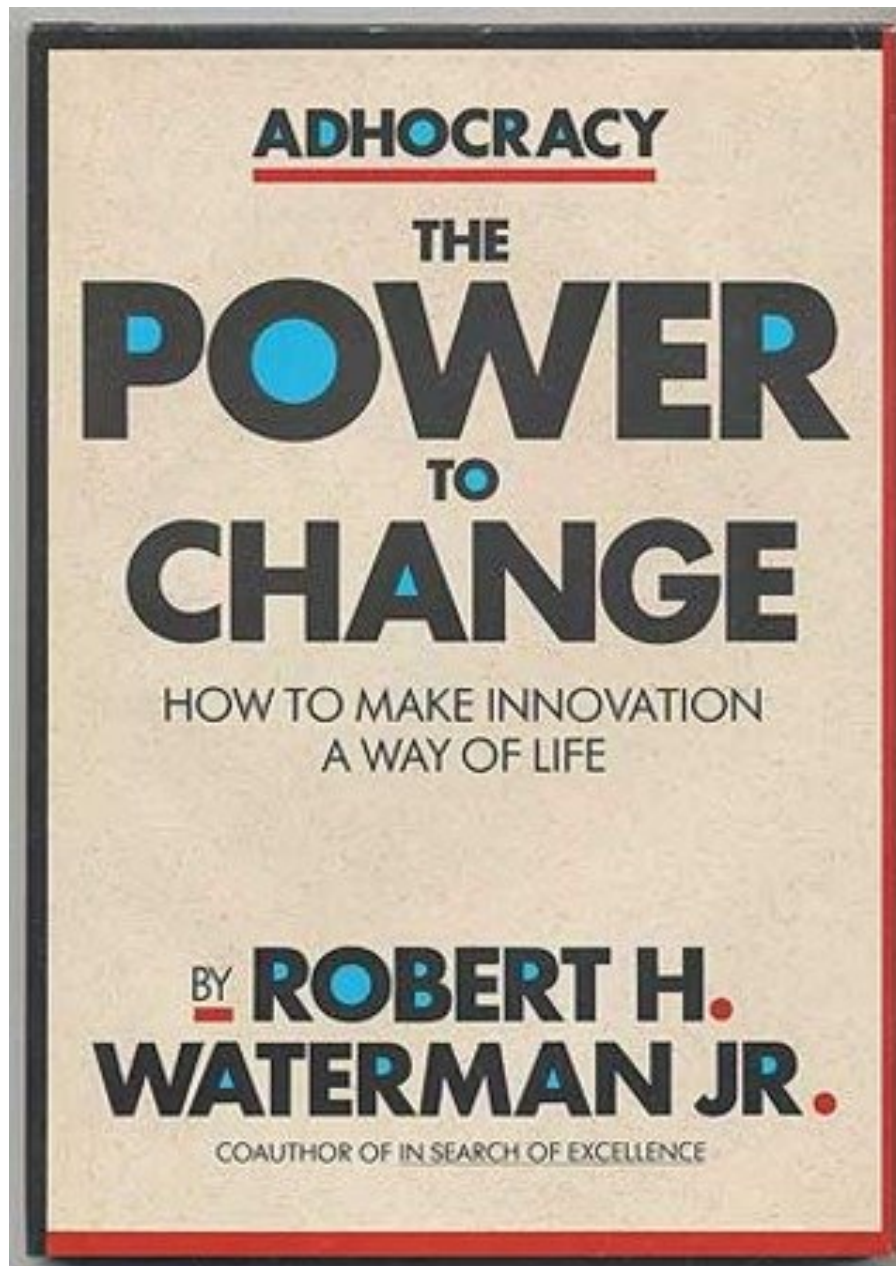


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Overview "It is, make no mistake, the best management answer for our chaotic times." -Tom Peters
Adhocracy: Any form of organization that cuts across normal bureaucratic lines to capture opportunities, solve problems, and get results. In an era of accelerating change, organizations, and national economies, most likely to succeed are those with the ability to adjust and adapt. Robert H. Waterman Jr., coauthor of the best-selling *In Search of Excellence*, shows how and what this sort of innovation must become a way of life for business organizations across the board. What is needed is an environment that fosters the use of an ad-hoc problem-solving technique, in effect an "adhocracy" that functions outside the often initiative-stifling bureaucracy. Drawing on twenty-five years' experience in management consulting, Waterman offers clear instructions on how to establish adhocracy and make it work: creating task forces and independent business units, even two people meeting in a hallway to solve a common problem. A lively and insightful work, this should become an essential handbook for managers at all levels who recognize the need to redefine the rules for success. In an era of accelerating change, the people, organizations, and national economies most likely to succeed are those with the ability to adjust and adapt. The coauthor of *In Search of Excellence* offers clear instructions on how to make adhocracy work. An essential handbook for managers at all levels.

- Sales Rank: #6313080 in Books
- Published on: 1990
- Binding: Hardcover
- 86 pages

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5 of 5 people found the following review helpful.

Sound, quick, clear

By Owen Phelps

This small book packs a lot of insight into a very few pages. It points out the virtues of bureaucracy -- and then shows one how to make organizations function better by adding "adhocracy" to the mix. It also provides some helpful tips about why big initiatives so often go wrong in organizations. If your organization is contemplating any kind of big change, this is a book to curl up with for a few hours. After that, you may well want to get back online and order copies for the other persons whose participation is needed in the change process.

1 of 1 people found the following review helpful.

Quick and Insightful

By therosen

Robert Waterman, the quieter co-author of *In Search of Excellence*, highlights ways to make organizations hum. The Adhocracy is organized around solving problems and getting results, not functional organizations. The concepts precede the re-engineering craze, and are compactly written and easily accessible for any reader.

0 of 0 people found the following review helpful.

A Critical Lesson in a Quick Read

By Alan H. Nicol

The message communicated in this book could be communicated in about half as many pages, but let's admit it, if it were just a pamphlet we wouldn't take it seriously. That stated, Adhocracy explicitly and clearly communicates an important difference between the right way to set up a team to successfully tackle and solve an urgent and important problem and all of the many wrong ways. It also explains why the method works and why less-focused tactics fail. The lesson is so common sense it's hard to refute. This is a solid read for any participant or leader tasked with urgent problem solving or process improvement.

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