The Future of Work

How the New Order of Business Will Shape Your Organization, Your Management Style, and Your Life

Thomas W. Malone

Harvard Business School Press Boston, Massachusetts

Contents

Preface vii Acknowledgments xi

Part I: The Coming Revolution

1.	A Time to Choose	3
2.	An Amazing Pattern	15
3.	The Amazing Pattern in Business	27

Part II: How Many People Can Fit at the Center of an Organization?

4.	Loosening the Hierarchy	41
5.	Harnessing Democracy	55
6.	Unleashing Markets	73
7.	Bringing Markets Inside	91
8.	When Should You Decentralize?	I11

Part III: From Command-and-Control to Coordinate-and-Cultivate

9.	Coordinating Activities	129
10.	Cultivating People	153
11.	Putting Human Values at the Center of Business	169

Epilogue 183 Appendix: How Do Communication Costs Affect Centralization? A Simple Model 187 Notes 193 Index 215 About the Author 227