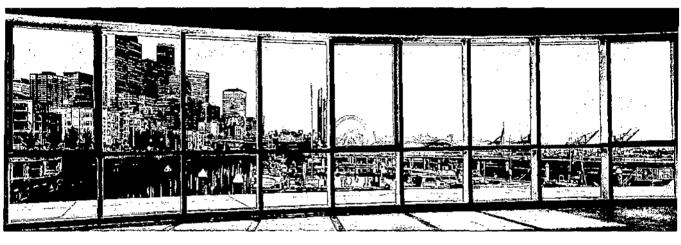
# Richard L. Daft

Vanderbilt University



# Organization Theory & Design 13e



Australia • Brazil • Mexico • Singapore • United Kingdom • United States

Preface

xv

# PARIE Introduction to Organizations

Chapter 1: Organizations and		Center and BP Transocean Deepwater Horizon Oil Rig	020
Organization Design	002		ULU
A Look Inside General Electric	003	Contingency Factors, 020 IN PRACTICE: Valve Software	023
The Jack Welch Era 1981–2001, 003 ° The Jeff Immelt Era 2001–2017, 005 ° Events Since 2017, 006		Performance and Effectiveness Outcomes, 023	025
Organization Design in Action	007	The Evolution of Organization Design	025
Topics, 007 • Purpose of This Chapter, 008 • Current Challenges, 009		Historical Perspectives, 025 HOW DO YOU FIT THE DESIGN? Evolution of Style	027
BOOKMARK 1.0: The Vanishing American		It All Depends: Key Contingencies, 028	
Corporation: Navigating the Hazards of a New Economy	010	The Contrast of Organic and Mechanistic Designs	029
IN PRACTICE: Foot Locker	013	The Emerging Bossless Design Trend	032
What Is an Organization?	014	IN PRACTICE: Morning Star	033
	11	Framework for the Book	034
Definition, 014 • From Multinationals to Nonprofits, 014 • Importance of Organizations, 016		Levels of Analysis, 034 • Plan of the Book, 035 • Plan of Each Chapter, 035	
IN PRACTICE : Zara SA	017	Chapter 1 Workshop: Measuring Dimensions of	
Dimensions of Organization Design	018	Organizations	038
Structural Dimensions, 018		Case for Analysis: Craft Originalities, Inc.	039

## PART 2 Organization Purpose and Structural Design

Chapter 2: Strategy, Organization Design, and Effectiveness	048	BOOKMARK 2.0: Blue Ocean Shift: Beyond Competing; Proven Steps to Inspire Confidence and Seize New Growth	057
Purpose of This Chapter, 050		Operating Goals, 058 • Goal Conflict, 060 •	
The Role of Strategic Direction in Organization		The Importance of Goals, 060	
Design	050	IN PRACTICE: Wells Fargo	061
IN PRACTICE: The Kroger Company	051	Two Frameworks for Selecting Strategy and Design	063
Organizational Purpose	054	Porter's Competitive Strategies, 063	
Strategic Intent, 055		Turrer's Components Durandgros, ous	

HOW DO YOU FIT THE DESIGN? Your Strategy/ Performance Strength	065	HOW DO Y Working of
IN PRACTICE: Allegiant Air	066	Relatio
Miles and Snow's Strategy Typology, 067 • How Strategies Affect Organization Design, 068 • Other Contingency Factors Affecting Organization Design, 069		IN PRACT Organizat Requir Relatio
Assessing Organizational Effectiveness	071	Option
Definition of Organizational Effectiveness, 071		Functiona Function Structi Divisio
IN PRACTICE: BNSF Railway	077	
Strategic Constituents Approach, 077 An Integrated Effectiveness Model IN PRACTICE: Samsung Group	079 082	Geogra Matrix St
Chapter 2 Workshop: Identify Your Goal Preferences	084	Condii and W
Case for Analysis: The Addlington Gallery of Art	084	IN PRACT
Case for Analysis: Millier Machine Parts & Services	086	Virtual N
Chapter 3: Fundamentals of Organization Structure Purpose of This Chapter, 94	92	How t and W Holacracy
Organization Structure	094	IN PRACT
Information-Sharing Perspective on Structure	097	Charae Weakn Applicatio
Centralized Versus Decentralized, 097		Mix ar
BOOKMARK 3.0: The Future of Management	098	131 • 1
IN PRACTICE: Toyota	099	Chapter 3
Vertical Information Sharing, 099		-
Horizontal Information Sharing and Collaboration, 100		Case for A Case for A
IN PRACTICE: AT&T WarnerMedia	102	

	HOW DO YOU FIT THE DESIGN? The Pleasure/Pain of Working on a Team	106
;	Relational Coordination, 106	
	IN PRACTICE: Southwest Airlines	107
	Organization Design Alternatives	108
	Required Work Activities, 109 • Reporting Relationships, 109 • Departmental Grouping Options, 109	
	Functional, Divisional, and Geographic Designs	111
	Functional Structure, 111 • Functional Structure with Horizontal Linkages, 112 • Divisional Structure, 113	
	IN PRACTICE: Google and Alphabet	114
	Geographic Structure, 116	
	Matrix Structure	118
	Conditions for the Matrix, 119 • Strengths and Weaknesses, 120	
	IN PRACTICE: Englander Steel	121
i	Virtual Network Structure and Outsourcing	123
1	How the Structure Works, 123 • Strengths and Weaknesses, 124	
	Holacracy Team Structure	126
	IN PRACTICE: Zappos	128
,	Characteristics, 128 • Strengths and Weaknesses, 128	
	Applications of Structural Design	130
	Mix and Match, 131 • Structural Alignment, 131 • Symptoms of Structural Deficiency, 132	
,	Chapter 3 Workbook: You and Organization Structure	134
	Case for Analysis: Holtzclaw Supermarkets, Inc.	134
1	Case for Analysis: Aquarius Advertising Agency	137

# PART 3 Open System Design Elements

Chapter 4: The External Environment	146	Framework, 156	
Purpose of This Chapter, 147		BOOKMARK 4.0: Confronting Reality: Doing What	450
The Organization's Environment	148	Matters to Get Things Right	156
Task Environment, 148 • General		Adapting to Complexity and Dynamism	158
Environment, 150 ° International Environment, 151		Adding Positions and Departments, 159 • Building Relationships, 159	
IN PRACTICE: Uber and Didi Chuxing	152	IN PRACTICE: Seton Hall University and	4.00
The Changing Environment	153	Dickinson College	160
Complexity, 154 • Dynamism, 154		Differentiation and Integration, 162 • Organic Versus Mechanistic Management	
IN PRACTICE: Gap Inc.	154	Processes, 163	

#### Contents

HOW DO YOU FIT THE DESIGN? Mind and Environment,	164
Planning, Forecasting, and Responsiveness, 165	
Framework for Adapting to Complexity and Dynamism	166
Dependence on Financial Resources	167
Influencing Financial Resources	168
Establishing Formal Relationships, 168	
IN PRACTICE: Publicis and Omnicom	169
Influencing Key Sectors, 171	
IN PRACTICE: Amazon and Walmart	171
Organization-Environment Integrative Framework	174
Chapter 4 Workshop: Organizations You Rely On	176
Case for Analysis: CPI Corporation	176
Case for Analysis: Farrington Medical Devices	177
Chapter 5: Interorganizational	
Relationships	184
Purpose of This Chapter, 186	
Organizational Ecosystems	186
Is Competition Dead?, 187	
IN PRACTICE: Apple and Samsung	189
The Changing Role of Management, 189 • Interorganizational Framework, 191	
Resource Dependence	192
Types of Resource-Dependence Relationships, 192 • Power Implications, 194	
IN PRACTICE: JPMorgan Chase and Amazon	195
Collaborative Networks	195
HOW DO YOU FIT THE DESIGN? Personal Networking	196
Why Collaboration?, 197	
IN PRACTICE: Accelerating Medicines Partnership	198
From Adversaries to Partners, 198	
BOOKMARK 5.0: Managing Strategic Relationships: The Key to Business Success	200
Population Ecology	201
IN PRACTICE: Blockbuster	202
What Hinders Adaptation?, 202	
IN PRACTICE: LVMH Moët Hennessy Louis Vuitton	202
Organizational Form and Niche, 203 • Process of Ecological Change, 204 • Strategies for Survival, 205	
Institutionalism	207
The Institutional View and Organization Design, 207 • Institutional Similarity, 208	

Chapter 5 Workshop: The Shamatosi	212
Case for Analysis: Technomagia and AUD	214
Case for Analysis: Bradford Chemicals Company	215
Chapter 6: Designing Organizations for the International Environment	222
Purpose of This Chapter, 224	
Entering the Global Arena	224
Motivations for Global Expansion, 225	
BOOKMARK 6.0: The World Is Flat: A Brief History of the Twenty-First Century	225
IN PRACTICE: Amway	227
Managing the Stages of International Development, 229	
HOW DO YOU FTT THE DESIGN? What Is Your Cultural Intelligence?	231
Global Expansion Through International Alliances and Acquisitions, 232	
IN PRACTICE: Walmart and Flipkart	233
The Challenges of Global Design	234
Increased Complexity and Differentiation, 235 • Increased Need for Coordination, 236 • Transfer of Knowledge and Reverse Innovation, 237	
Designing Structure to Fit Global Strategy	239
Strategies for Global Versus Local Opportunities, 239	
IN PRACTICE: General Electric	242
International Division, 243 • Global Product Division Structure, 243 • Global Geographic Division Structure, 245	
IN PRACTICE: Colgate-Palmolive Company	246
Global Matrix Structure, 247	
IN PRACTICE: ABB Group	248
Additional Global Coordination Mechanisms	250
Global Teams, 250	
IN PRACTICE: L'Oréal	251
Headquarters Planning, 252 • Expanded Coordination Roles, 252 • Benefits of Coordination, 253	
The Transnational Model of Organization	254
Chapter 6 Workshop: Made in the U.S.A.?	259
Case for Analysis: Halogen Analytics	260
Case for Analysis: Rhinebeck Industrial	261

Chapter 7: Designs for Societal Impact:
Dual-Purpose Organizations, Corporate
Sustainability, and Ethics

Purpose of This Chapter, 272	
Designing the Dual-Purpose Organization	272
Facing the Challenge, 274 • Designs for Achieving Dual Commercial and Social Welfare Goals, 276	
IN PRACTICE: Grameen Veolia Water	278
Corporate Social Responsibility	281
The Green Movement, 282 • The Triple Bottom Line, 283	
IN PRACTICE: Gravity Payments	284
Conscious Capitalism, 285	
BOOKMARK 7.0: Conscious Capitalism: Liberating the Heroic Spirit of Business	285
Serving Organizational Stakeholders, 286 • Serving the Bottom of the Pyramid, 288	
IN PRACTICE: Godrej & Boyce	289

PARTA	<b>Internal Des</b>	ign Elements
-------	---------------------	--------------

Chapter 8: Designs for Manufacturing and	
Service Technologies	314
Purpose of This Chapter, 317	
Core Manufacturing Technology	318
Manufacturing Firms, 318 • Strategy, Technology, and Performance, 320 • The Smart Factory, 321 • Mass Customization, 323 • Performance and Structural Implications, 324	
Surviving Extremely Complex Technologies	326
Extreme Technology Complexity, 326	
IN PRACTICE: Carnival Cruise Lines	327
BOOKMARK 8.0: Meltdown: Why Our Systems Fail and What We Can Do About It	327
High Reliability Organizing, 328	
Core Service Technology	331
Service Firms, 331	
HOW DO YOU FIT THE DESIGN ?: Manufacturing	
Versus Service	333
IN PRACTICE: Panera Bread Company	335
Designing the Service Organization, 335	
IN PRACTICE: Home Depot Inc.	336
Noncore Departmental Technology	337
Variety, 338 • Analyzability, 338 • Framework, 338 • Department Design, 340	

.

	The Consequences for Doing Good	290
270	Designing a Structure for Executing a Sustainability Program	291
272	A Separate Department or Include Everyone?, 292 • Involve External Stakeholders, 293 • Set Goals, Measure, and Reward, 294	
	HOW DO YOU FIT THE DESIGN? How Sustainable are You?	296
278	Designs to Uphold Ethical Values	<b>2</b> 97
278	Sources of Individual Ethical Principles, 297 • Organizational Ethics, 298 • Formal Structure and Systems, 299	
	IN PRACTICE: Google	302
284	Corporate Ethics in a Global Environment	303
285	Chapter 7 Workshop: What is Your Level of Ethical Maturity?	305
	Case for Analysis: Solo: Helping a Million People See Again	305
289	Case for Analysis: Fiedler, Philips & Wilson Design	307

IN PRACTICE: Memorial Sloan-Kettering Cancer Center	341
Workflow Interdependence Among Departments	343
Types, 343	
IN PRACTICE: Southwest Airlines	346
Structural Priority, 347 º Structural Implications, 347	
IN PRACTICE: Athletic Teams	348
Chapter 8 Workshop: Small Business Workflow Technology	350
Case for Analysis: Acetate Department	351
Case for Analysis: Digitalization in the Manufacturing Sector: Skills in Transition	354
Chapter 9: Designs for Digital	
Chapter 9: Designs for Digital Organizations and Big Data Analytics	360
	36 <b>0</b>
Organizations and Big Data Analytics	<b>360</b> 362
Organizations and Big Data Analytics Purpose of This Chapter, 362	
Organizations and Big Data Analytics Purpose of This Chapter, 362 The Digital Information Explosion	362
Organizations and Big Data Analytics Purpose of This Chapter, 362 The Digital Information Explosion Pipes versus Platforms: A New Organization Form	362
Organizations and Big Data Analytics Purpose of This Chapter, 362 The Digital Information Explosion Pipes versus Platforms: A New Organization Form Two Types, 367 • Foundational Assumptions, 367	362 365
Organizations and Big Data Analytics Purpose of This Chapter, 362 The Digital Information Explosion Pipes versus Platforms: A New Organization Form Two Types, 367 • Foundational Assumptions, 367 IN PRACTICE: Uber	362 365
Organizations and Big Data Analytics Purpose of This Chapter, 362 The Digital Information Explosion Pipes versus Platforms: A New Organization Form Two Types, 367 • Foundational Assumptions, 367 IN PRACTICE: Uber Platform Design Recommendations, 370	362 365 369

#### Contents

BOOKMARK 9.0: Astroball: The New Way to Win It All	376	Organizational Life Cycle
Big Data and Organization Structure, 376		Stages of Life-Cycle De
IN PRACTICE: Morgan Stanley	378	IN PRACTICE: Airbnb
Artificial Intelligence Is AI an Objective Decision Maker?, 381 •	380	Organizational Charac Life Cycle, 414
Is Nudge Management Going to Be Your Coach?, 383 • Algorithmic Control May Be Your New Boss, 383 • Al Implications for		Organizational Size, Burea What Is Bureaucracy?,
Organization Design, 385		IN PRACTICE: United Parce
HOW DO YOU FIT THE DESIGN? How Will You Handle		Size and Structural Cor
Decentralization and Autonomy?	386	Bureaucracy in a Changin
Other Digital Applications in Organizations Social Network Analysis, 387	387	BOOKMARK 10.0: The Cor Rethinking Bureaucracy in t
IN PRACTICE: Exploration and Production Division	387	Organizing Temporary IN PRACTICE: Salvation An
Knowledge Management, 389 IN PRACTICE: BAE Systems	390	Other Approaches to E 423
Digital Impact on Organization Design	392	Bureaucracy and Other Fo
Chapter 9 Workshop: Manufacturing and Big Data: Organize the Project	394	Bureaucratic Control, - IN PRACTICE: East Resour
Case for Analysis: Hermitage Escalator Company	395	Shell PLC
Chapter 10: Organization Size, Life Cycle,		Market Control, 427 • IN PRACTICE: Valve Corpor
and Decline	402	Organizational Decline
Purpose of This Chapter, 404		Definition and Causes
Organization Size: Is Bigger Better?	404	IN PRACTICE: Eastman Ko
Pressures for Growth, 404 ° Dilemmas of Large Size, 405		A Model of Decline St
HOW DO YOU FIT THE DESIGN? What Size		Chapter 10 Workshop: Cla
Organization For You?	407	Case for Analysis: Yahool:
IN PRACTICE: Dell Inc.	409	Case for Analysis: Bachme

	Stages of Life-Cycle Development, 410	
3	IN PRACTICE: Airbnb	413
)	Organizational Characteristics During the Life Cycle, 414	
	Organizational Size, Bureaucracy, and Control	415
	What Is Bureaucracy?, 415	
	IN PRACTICE: United Parcel Service (UPS)	417
	Size and Structural Control, 418	
3	Bureaucracy in a Changing World	420
7	BOOKMARK 10.0: The Conversational Firm: Rethinking Bureaucracy in the Age of Social Media	420
7	Organizing Temporary Systems, 421	
	IN PRACTICE: Salvation Army	42 <b>2</b>
)	Other Approaches to Busting Bureaucracy, 423	
2	Bureaucracy and Other Forms of Control	424
	Bureaucratic Control, 425	
1 5	IN PRACTICE: East Resources Inc. and Royal Dutch Shell PLC	426
	Market Control, 427 • Clan Control, 427	
	IN PRACTICE: Valve Corporation and FAVI	428
2	Organizational Decline	429
	Definition and Causes, 430	
1	IN PRACTICE: Eastman Kodak	431
	A Model of Decline Stages, 431	
	Chapter 10 Workshop: Classroom Control	434
7	Case for Analysis: Yahoo1: "Get to Work!"	434
9	Case for Analysis: Bachmeyer Foods, Inc.	435

PARTS

## Managing Dynamic Processes

441

Chapter 11: Organizational Culture and Control	442	Culture Strength and Organizational Subcultures IN PRACTICE: Pitney Bowes Credit Corporation	456 457
Purpose of This Chapter, 444		BOOKMARK 11.0: Rule Makers, Rule Breakers: How	
Organizational Culture	<b>4</b> 44	Tight and Loose Cultures Wire Our World	458
What Is Culture?, 445 • Emergence and		Culture and Performance	459
Purpose of Culture, 446		The Cultural Focus of Control Systems	<b>46</b> 1
IN PRACTICE: Google	446	The Changing Philosophy of Control, 461 •	
Interpreting/Shaping Culture, 447		Feedback Control Model, 463 • Organization Level: The Balanced Scorecard, 465 •	
Culture and Organization Design	451	Department Level: Behavior Versus Outcome	
The Adaptability Culture, 453 • The		Control, 468	
Achievement Culture, 453		Chapter 11 Workshop: Balanced Scorecard Exercise	471
IN PRACTICE: Huawei	453		470
The Clan Culture, 454 • The Bureaucratic		Case for Analysis: Midwest Controls, Inc.	472
Culture, 454		Case for Analysis: NASCAR	473
HOW DO YOU FIT THE DESIGN? Corporate Culture Preference	455		

Onapter 12: mnoradion and onange	
Purpose of This Chapter, 480	
The Strategic Role of Innovation	480
Innovate or Be Disrupted, 480	
IN PRACTICE: Netflix	48:
Strategic Types of Innovation, 482	
Elements for Successful Change	484
Technology Innovation	483
HOW DO YOU FIT THE DESIGN? Are You Innovative?	488
The Ambidextrous Approach, 488 • The Bottom-Up Approach, 489 • Techniques for Encouraging Technology Change, 490	
<b>BOOKMARK 12.0:</b> Creativity, Inc.: Overcorning the Unseen Forces That Stand in the Way of True Inspiration	492
New Products and Services	494
IN PRACTICE: Elkay Manufacturing	494
New Product Success Rate, 495 • Reasons for New Product Success, 496 • Horizontal Coordination Model, 497	
IN PRACTICE: Corning, Inc.	498
Open Innovation and Crowdsourcing, 499 • The Need for Speed, 500	
Strategy and Structure Change	50
The Dual-Core Approach, 502 • Organization Design for Implementing New Management Processes, 502	
IN PRACTICE: GlaxoSmithKline	504
Culture Change	504
Forces for Culture Change, 505	
IN PRACTICE: Taco Bell	506
Culture Change Interventions, 507	
IN PRACTICE: UnitedHealth Group	508
Tactics for Implementing Change	509
Leadership for Change, 509 • Techniques for Implementation, 510 • Techniques for Overcoming Resistance, 511	
Chapter 12 Workshop: Innovation Climate	514
Case for Analysis: Fabulous Footwear	519
Case for Analysis: Lamprey, Inc.	519
Chapter 13: Decision-Making Processes	526
Purpose of This Chapter, 528	
Types of Decisions	528
IN PRACTICE: Twitter	529
Individual Decision Making	531
Rational Approach, 531	

•

Chapter 12: Innovation and Change	478	IN PRACTICE: Veracruz Consulting	534
Purpose of This Chapter, 480		Bounded Rationality Perspective, 535	
The Strategic Role of Innovation	480	HOW DO YOU FIT THE DESIGN? Making Important	
Innovate or Be Disrupted, 480		Decisions	537
IN PRACTICE: Netflix	481	BOOKMARK 13.0: Blink: The Power of Thinking Without Thinking	539
Strategic Types of Innovation, 482		Cognitive Biases	540
Elements for Successful Change	484	Specific Biases That May Influence Decision	
Technology Innovation	487	Making, 542 • Overcoming Cognitive Biases,	
HOW DO YOU FIT THE DESIGN? Are You Innovative?	488	543	
The Ambidextrous Approach, 488 • The		Organizational Decision Making	545
Bottom-Up Approach, 489 • Techniques for Encouraging Technology Change, 490		Management Science Approach, 545 • Carnegie Model, 547	
BOOKMARK 12.0: Creativity, Inc.: Overcoming the		IN PRACTICE: The New York Times	548
Unseen Forces That Stand in the Way of True Inspiration		Incremental Decision Model, 550	
New Products and Services	494	IN PRACTICE: The Los Angeles Rams	550
IN PRACTICE: Elkay Manufacturing	4 <b>94</b>	Organizational Decisions and Change	554
New Product Success Rate, 495 • Reasons for New Product Success, 496 • Horizontal Coordination Model, 497		Combining the Incremental and Carnegie Models, 554 • Garbage Can Model, 555	
IN PRACTICE: Corning, Inc.	498	IN PRACTICE: Volkswagen	558
Open Innovation and Crowdsourcing, 499 •	400	Contingency Decision-Making Framework	560
The Need for Speed, 500		Problem Consensus, 560 ° Technical	
Strategy and Structure Change	501	Knowledge about Solutions, 561 • Contingency Framework, 561	
The Dual-Core Approach, 502 •		Special Decision Circumstances	564
Organization Design for Implementing New		High-Velocity Environments, 564 • Decision	304
Management Processes, 502 IN PRACTICE: GlaxoSmithKline	504	Mistakes and Learning, 565	
Culture Change	504 504	Chapter 13 Workshop: Style of Decision Making	568
Forces for Culture Change, 505	304		
IN PRACTICE: Taco Bell	50 <b>6</b>	Case for Analysis: Government DTS	568
Culture Change Interventions, 507	500	Case for Analysis: Dubois French Eatery	570
IN PRACTICE: UnitedHealth Group	508	Chapter 14: Conflict, Power, and Politics	576
Tactics for Implementing Change	509	Purpose of This Chapter, 578	0.0
Leadership for Change, S09 • Techniques	507	Interdepartmental Conflict in Organizations	578
for Implementation, 510 ° Techniques for		Sources of Conflict, 580	570
Overcoming Resistance, 511		IN PRACTICE: National Rifle Association (NRA)	582
Chapter 12 Workshop: Innovation Climate	514	Rational Versus Political Model, 582 ° Tactics	JOZ
Case for Analysis: Fabulous Footwear	515	for Enhancing Collaboration, 584	
-		IN PRACTICE: The Freaky Friday Management Technique	5 <b>86</b>
Case for Analysis: Lamprey, Inc.	519	Power and Organizations	588
Chapter 13: Decision-Making Processes	526	Individual Versus Organizational Power, 588	
Purpose of This Chapter, 528		• Power Versus Authority, 589 • Vertical Sources	
Types of Decisions	528	of Power, 590	600
IN PRACTICE: Twitter	529	IN PRACTICE: Jay Bower, Crossbow Group	593
Individual Decision Making	531	The Power of Empowerment, 594 • Horizontal Sources of Power, 594	

#### Contents

Glossary Name Index

IN PRACTICE: International Alliance of Theatrical Stage Employees	597	Tactics for Increasing Power, 605 • Political Tactics for Using Power, 606	
Political Processes in Organizations	600	IN PRACTICE: The Vatican	607
Definition, 601 • When to Use Political		BOOKMARK 14.0: Influence: Science and Practice	608
Activity, 602		IN PRACTICE: World Bank	609
IN PRACTICE: Nissan and Renault	602	Chapter 14 Workshop: How Do You Handle Conflict?	611
Using Soft Power and Politics	603		04.0
HOW DO YOU FIT THE DESIGN? Political Skills	604	Case for Analysis: East Tennessee News	613
		Case for Analysis: The Burlington Plant	614

### higailyo Gases

1.0	Disorganization at Semco: Human Resource					
	Practices as a Strategic Advantage	623				

- 2.0 Walmart's Failures in Entering Three Developed Markets 633
- 3.0 IKEA: Scandinavian Style 639

5

- **4.0** Engro Chemical Pakistan Limited—Restructuring the Marketing Division 644
- 5.0 The New York Times Versus Amazon 656

7.0	SCG Lampang: Overcoming Community Resistance to
	a Sustainability Project (A) 670
8.0	Costco: Join the Club 675
9.0	The Donor Services Department 679
10.0	Cisco Systems: Evolution of Structure 683

6.0 Lean Initiatives and Growth at Orlando Metering

11.0 ToolTopia.com 689

Company 661

12.0 Sometimes a Simple Change Isn't So Simple 693

698	Corporate Name Index	719
709	Subject Index	723

xiii