658.4 0PE 1994

OPEN ORGANIZATIONS: A MODEL FOR EFFECTIVENESS, RENEWAL, AND INTELLIGENT CHANGE

OSCAR G. MINK BARBARA P. MINK ELIZABETH A. DOWNES

KEITH Q. OWEN DAI HOC QUỐC GIA HÀ NỘI TRUNG TẨM THỆM THU VIỆN

GIFT OF

THE ASIA FOUNDATION

NOT FOR RE-SALE

Jossey-Bass Publishers • San Francisco

CONTENTS

THE PARTY OF THE P

	Preface	X
	The Authors	xix
	Part One: Foundations of Open Organizations	
1.	Developing Open Organizations: Cultures That Can Adapt, Change, and Improve	3
2.	Creating Unity and Responsiveness: The Open Organization Model	15
3.	Involving the Whole System to Diagnose, Learn, and Initiate Change	35
	Part Two: A Guide for Change	
4.	Addressing Organization-Wide Issues: The Case of Precision Grinding and Manufacturing	57
5.	Linking Exemplary Customer Service to Values and Relationships	73

x		Contents
		STATE OF THE PARTY

6.	Building Open Groups: The Case of The Travelers Insurance Company	83
7.	Renewing Trust and Quality Relationships	96
8.	Changing from the Individual Out: The Case of "Cyclops"	109
9.	Aligning Personal and Organizational Values	118
10.	Conclusion: Open Organizations and Continuous Renewal	131
	Resources for Open Organizations	
A.	An Overview of Systems Thinking	141
B.	Tools and Approaches for Intervention at the Individual, Group, and Organizational Levels	154
C.	Methods and Activities to Support the Open Organization	166
	References	199
	Index	204