CONTENTS

Acknowledgments xiii
Introduction: What to Expect 1

PART I. The Dimensions of Change

1 Lost in Management Thought 17
2 Economics, Evolution, and Ecology 23
3 Scale in Space and Time 27
4 Why Wal-Mart’s Growth Is like a Forest’s 34
5 The Ecocycle: Life, Death, and Renewal 41
6 The Ecocycle in Human Organizations 46
PART II. The Front Loop: Nothing Fails like Success

7 Communities of Trust 51
8 Logic and Power 58
9 Climbing the Ladder of Abstraction 64
10 The Product Life Cycle Meets the Ecocycle 70
11 The Pathologies of Power 78
12 The Onset of Crisis 85

PART III. The Back Loop: From Crisis to Renewal

13 Wisdom from the Scriptures 93
14 Into the Wilderness 99
15 Climbing the Mountain 104
16 The Logic of Leadership 110
17 The Complete Ecocycle 117
18 Vice and Virtue 122

PART IV. Staying in the Sweet Zone

19 Tools and Settings in the Sweet Zone 131
20 Power Tools and Settings: Instructions and Directions 137
21 Management Tools and Settings: Rules and Incentives 144
CONTENTS

22 Leadership Tools and Settings: Images and Invitations 152

23 Culture Tools and Settings: Custom and Convention 163

24 Change in Depth 174

25 The Design of Choice 183

26 Lean: The Practice of “Both . . . And” 192

27 Prescribed Burns: Context, Conflict, Crisis, and Creation 203

28 Growing People 216

29 Don’t Throw the Past Away 228

PART V. A Brief Orientation and Field Guide

30 Using the Ecocycle: Key Concepts and Questions 243

   Notes 257
   Bibliography 301
   Index 323