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Book Review
*Organizing for the Future:
The New Logic for Managing
Complex Organizations*

by

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Book Reviews

The Leader of the Future

The Symphony Orchestra Institute was formed to help assure the preservation of North American symphony orchestra organizations as unique and valuable cultural institutions. Many—perhaps most—orchestra staff members and volunteers, as well as many orchestra musicians, are uncertain that symphony orchestras will thrive (or, in some cases, survive) in the next century. While symphony orchestras do now and will in the future face numerous and substantial challenges, those challenges need not become overwhelming, largely because many people who are actively involved with symphony orchestras today exhibit the characteristics and vision described in the essays included in *The Leader of the Future*, the first book published by The Peter F. Drucker Foundation for Nonprofit Management and edited by Frances Hesselbein, Marshall Goldsmith, and Richard Beckhard.

The Drucker Foundation was founded in 1990, to “Help the social sector achieve excellence in performance and build responsible citizenship.” *The Leader of the Future* is the first book in the planned Drucker Foundation Future Series which is intended to provide the “latest and best thinking in the world on the future of leadership, organization, change and innovation.” It seems entirely appropriate that a book which can provide excellent food for thought for those who are actively engaged in symphony orchestra organizations was created by an organization formed around the principles of Peter Drucker. Drucker was born and raised in Austria and is a genius comparable to the Austrian (by birth or adoption) musical geniuses of the 18th, 19th, and 20th centuries.

The essays are essential reading for everyone interested in the health of symphony orchestras, both large and small. Stimulating and insightful contributions were authored by chief executive officers, consultants, academics,

“If the world is to learn to manage itself better, many more people in organizations will have to be leaders and leadership functions will have to be more widely shared.”

Edgar H. Schein, p. 69

and philosophers, as well as by the book's editors. The 31 essays are grouped in four sections:

- ◆ "Leading the Organization of the Future" examines the leadership qualities required of those who will guide tomorrow's organizations.
- ◆ "Future Leaders in Action" describes the skills which tomorrow's leaders will need and the strategies they will employ to sustain their organizations.
- ◆ "Learning to Lead for Tomorrow" focuses on leadership development.
- ◆ "Executives on the Future of Leadership" includes the reflections of chief executive officers about their experiences, and their views on leaders in the future.

This book has value even for those readers who believe that leaders are born, not made; that leaders should tell, not ask; and that symphony orchestra organizations already have too many staff and volunteer leaders. One contributor describes Albert Einstein as a "management guru," another offers a recipe for glue, and a third provocatively asserts that leaders should be servants. For those readers who are skeptical about the genius of Peter Drucker, I recommend his four-page foreword, which is, by itself, worth more than the purchase price of the book.

Contributors to the volume define and discuss leaders and leadership in many ways. These definitions and discussions stimulate such questions as:

- ◆ What kind of leaders do symphony orchestras need?
- ◆ What kinds of leaders do they have now?
- ◆ Where can they find or develop the leaders they will need in the future?
- ◆ How many leaders do orchestras need to be successful in the next century?

Additionally, these essays should stimulate discussion about the leadership which symphony orchestra organizations need and should expect from their music directors, their executive directors, their board chairpersons, and the chairpersons of their artistic committees.

As one who feels—as I hope most *Harmony* readers do—that life without orchestral music is unimaginable, I am grateful for the formation of the Drucker Foundation and publication of *The Leader of the Future*. Both will provide continuing, significant assistance to all of us who want to improve the effectiveness of symphony orchestra organizations and enhance the value they provide to their communities.

The Leader of the Future

Frances Hesselbein, Marshall Goldsmith, and Richard Beckhard, eds.
 Jossey-Bass Inc., Publishers, 1996.
 319 pp. \$25.00.

*Reviewed by John P. Schneider, Partner, Law Weathers & Richardson
 Chairperson, Grand Rapids Symphony*

Organizing for the Future: The New Logic for Managing Complex Organizations

In the commercial world, chief executives, line managers, and directors of human resources are learning about “high involvement organizations.” Some companies have used high involvement principles to create brand new organizations which operate newly constructed plants. Other companies have “intervened” into existing plant, department, or divisional organizations to install high involvement policies and practices. A few companies are seeking to penetrate their total organizations with high involvement philosophy and approaches.

“The underpinnings of our traditional organizational models are, in large part, a legacy of the scientific management tradition, the bureaucratic form, and administrative rationality.”

*Susan Albers Mohrman,
p. 111*

One of the best books recently published on high involvement organizations, and the many facets of this organizational pattern, is *Organizing for the Future: The New Logic for Managing Complex Organizations*. Written by Jay R. Galbraith, Edward E. Lawler III, and associates, the book is based on research conducted by the Center for Effective Organizations at the University of Southern California, where the principal authors are faculty members.

The book is “future-oriented” and reflects the conclusions of its authors that “new forms of organization and new approaches to management are vital to the effectiveness of organizations.” The book’s 10 chapters are organized into three topical areas: new organizational forms; organizing for internal effectiveness; and developing and managing human resources. The style of writing is serious, but easily readable by those who are not steeped in organizational terminology. Most managers will find the research findings and interpretations quite thought provoking.

Certain chapters will be particularly valuable to those who are interested in the dynamics of symphony orchestra organizations and the possibilities for change. Chapter 4 introduces the reader to “organizational change and learning” concepts. Chapter 6 explains what high involvement organizations are all about and outlines the framework for various forms of employee involvement practices, using the categories of involvement which were developed by Lawler in 1988: “suggestion management,” “job involvement,” and “high involvement.” Chapter 7 covers principles and practices for creating high involvement, including the significance of work design; the physical environment of work; information sharing; the reward system; employee selection, training and development; and the managerial role. Chapter 8 delves into the use of various types of teams.

Organizing for the Future was written principally for readers involved with and researching commercial for-profit organizations. And, as the authors point out,

“. . . there is a growing consensus that effective leaders have identifiable attributes dominated by *learned skills* and *developed attitudes* and values, rather than by a handful of stable personality traits. Traits may help some people learn the necessary skills, but even though some people may have more potential than others, the skills of leadership are nonetheless learned and polished over time.”

Morgan W. McCall, Jr., p. 265

high involvement organizational practices are in their infancy, have primarily been applied in manufacturing settings, take patience and committed leadership to install and sustain, and are “unsuited to many organizations.”

However, for those generally interested in organizational design and process—and alternatives to traditional patterns—a familiarity with the range of employee involvement principles and practices which are now being pursued in industry, including high involvement patterns, is a must. Those who have leadership roles in symphony orchestra organizations will find reading the entire book a worthwhile use of time.

***Organizing for the Future:
The New Logic for Managing Complex Organizations***

Jay R. Galbraith, Edward E. Lawler III, and Associates
Jossey-Bass Inc., Publishers, 1993.
312 pp. \$29.95.

Reviewed by Paul R. Judy, Symphony Orchestra Institute