



# Index

---

- Accidental-adversaries archetype, 168–170
- Accountability:  
in organizational structure of Holacracy,  
197–199  
practicing of, 80
- Accurate communication, in theory of  
relational coordination, 53–54
- Acupressure, organizations on purpose and,  
244–247
- Adaptability, 109–127  
conflict resolution and, 121–123  
learning organization and, 123–126  
leveraging chaos and, 115–121  
models for organizations, 114–115  
new paradigms for, 111–113  
traditional organizations and methods,  
109–112
- Adaptive strategies, creating of, 135–136
- Adaptive/innovation enterprise level,  
Information Evolution model, 17–18
- Add-on practices, in Holacracy, 221
- Adopt-a-Family Program, organizations on  
purpose and, 248
- Agenda samples:  
governance meetings, 217–218  
tactical meetings, 220
- Amazon.com, 10
- Ambitions, developing greater, 140–141
- America Online, 10
- Amey-Taylor, Marie, 121–122
- Appreciative Inquiry, 69–70  
phases of, 70–72
- Archetypes, 168–182  
accidental-adversaries, 168–170  
drifting-goals, 170–171  
escalation, 171–173  
fixes-that-fail, 173–174  
growth-and-underinvestment, 176  
limits-to-success, 174–175  
putting to work, 181–182  
shifting-the-burden, 176–178  
success-to-the-successful, 178–179, 180  
Tragedy-of-the-Commons, 179–181
- Attractors:  
chaotic, 115  
Lorenz, 33  
strange, 34–36
- Audience, storytelling and truth to, 61
- Auditory grasp of information, 46–47
- Autocracy, integrating into Holacracy, 215
- Awareness, dialogue and principle of, 57
- Baker, Wayne, 133
- Beck, Don, 92  
*Becoming a Resonant Leader* (Boyatzis),  
132–133
- Behavior assessment tool, 132–133
- Berlin Wall, collapse of as “flattener,” 6
- Bernhart, Jerry, 134
- Bifurcation, in living systems organizational  
model, 115
- Bilateral stimulation, organizations on  
purpose and, 245–246
- Biology and living systems, 26–31  
brain evolution, 29–31  
collective wisdom, 28–29  
hive mind, 26–28  
*Birth of the Chaordic Age* (Hock), 37

- Blocking beliefs, 246
- Boards of directors, Holacracy and, 226–228
- Body language, 51–52
- Boyatzis, Richard, 132–133
- Bradley, Stephen P., 8–9
- Brain:
- creativity and functions of, 92–97
  - evolution of, 29–31
  - social intelligence and, 131
- Brainstorming, collaboration and, 69
- BrainStrength Systems* (Sullivan), 29
- Branson, Richard, 77
- Brunner, Eric, 121–122
- Buffett, Warren, 77
- Burke, James, 43
- Burke, Leo, 161
- Business analytics, systems view of, 163–187
- applied systems theory and, 164
  - archetypes, 168–182
  - causal loop diagramming, 165–167
  - measurable cause and effect, 182–187
- Business cycles, shortened, 11–12
- Business entities, Holacracy and structure of
- board organization and purpose, 226–228
  - for-profit and nonprofit integration, 228
  - organizational consciousness, 228–231
- Business knowledge. *See* Unconscious competence
- Business landscape, evolution and challenges, 3–20
- evolution of organization, 18–19
  - motivation for change, 1–18
  - navigating uncharted waters, 5–7
  - shifting from reactive to proactive, 7–8
  - value capture strategies, 8–11
- Business process reengineering (BPR), 111
- Butterfly effect, chaos and, 33
- Carlzon, Jan, 118
- Carpenter, Loren, 27
- Castagnini, John, 242–243
- Causal loop diagrams (CLDs):
- accidental-adversaries archetype, 168–169
  - creating of, 165–168
  - drifting-goals archetype, 170–171
  - escalation archetype, 171–172
  - fixes-that-fail archetype, 173–174
  - growth-and-underinvestment archetype, 176
  - limits-to-success archetype, 174–175
  - shifting-the-burden archetype, 176–177
  - stock-and-flow models and, 184–186
  - success-to-the-successful archetype, 178–179
  - Tragedy-of-the-Commons archetype, 179–181
- Cause-and-effect. *See* Business analytics, systems view of
- Chambers, John, 65–67, 133
- Change. *See also* Adaptability
- accelerating pace of, 4–7
  - motivations for, 11–18
- Chaos theory, 31–37
- collaboration and, 68
  - leveraging in organizations, 115–121, 137
  - living systems organizational model and, 114
  - strategic inflection points and, 139
- Circles, in organizational structure of Holacracy, 199–205
- Cisco Systems, 65–67
- CLEAR™ (Clearing Limits Energetically with Acupressure Release), organizations on purpose and, 244–247
- Cognitive approach, to counseling, 151–152
- Coherence, dialogue and principle of, 56
- Coleman, David, 81
- Collaboration, 65–90
- behaviors of, 77–80
  - building teams, 72–75
  - creating culture of, 67–72
  - future and, 65–67
  - railroad industry case study, 86–89
  - technology and, 66, 81–86
  - trust and, 75–77
- Collaboration 2.0* (Coleman and Levine), 81
- Collective wisdom, 28–29
- Commitments, keeping of, 80
- Communication, 43–63
- basic principles of, 45–46
  - benefits of effective, 43–45
  - collaboration and, 66, 68
  - dialogue and, 55–58
  - listening and, 58–59
  - nonverbal, 49–53
  - receiver's role in, 46–47

- relational coordination theory, 53–55
- storytelling, 60–62
- straight talk, 77
- technology and, 47–49
- Communication Catalyst, The* (Connolly and Rianoshek), 45
- Communities, collaboration and, 68, 84–86
- Competence. *See* Unconscious competence
- Complacency, need to resist, 117
- Complexity* (Waldrop), 37
- Complexity science, 31–37, 137
- Complication, in living systems
  - organizational model, 114–115
- Computer-mediated communication (CMC), 47
- Confidence, Edgewalkers and risk-taking, 235
- Conflict:
  - living systems approach to resolving, 121–123
  - organizational behavior and, 120–121
- Confrontation, collaboration and, 68, 69
- Confucius, 129
- Connolly, Mickey, 45
- Consciousness. *See also* Unconscious competence
  - edgewalkers and visionary, 234
  - conscious leadership, 129–130
- Consensus, moving beyond, 212–213
- Consolidated enterprise level, Information Evolution model, 15–16
- Continual learning, 79
- Control, need to give up, 133–134
- Convergence, in living systems
  - organizational model, 114–115
- Conversational model, 45
- Cooperrider, David, 70, 72
- Core practices, in Holacracy, 196–197, 216–221
  - governance meetings, 216–218
  - integrative elections, 218–219
  - operational meetings, 219–221
- Core purpose, importance of understanding organization's, 117
- Coveney, Peter, 119
- Covey, Steven, 75–77
  - behaviors of, 77–80
- “Craft of Connection, The” (Laseter and Cross), 85–86
- Creativity, 92–100
  - brain function and, 92–97
  - fostering of, 97–100
- Crisis, versus chaos, 116
- Cross, Rob, 85–86
- Cross-catalytic cycles, 75, 115
- Cross-functional teams, 75
- Cultural dimension, of Information Evolution model, 14
  - adaptive, innovating enterprise, 18
  - consolidated enterprise, 15–16
  - integrated enterprise, 16
  - operational enterprise, 15
  - optimized enterprise, 17
- Culture of Collaboration, The* (Rosen), 67
- Customers:
  - adapting business model to behavior of, 10
  - sense-and-respond business paradigm and, 8
- Davis, Jim:
  - Information Evolution model, 13–18
  - realities that jeopardize business survival, 11–13
- De Geus, Arie, 225
- Decision-making:
  - integrative, 210–213
  - for self-organization, 141–143
- Dell, Inc., 77
- Deming, W. Edwards, 110–111
- Design phase, of Appreciative Inquiry, 71
- Destiny phase, of Appreciative Inquiry, 71–72
- Dialogue, communication and, 55–58
- Differences, dialogue and looking for similarities in, 57–58
- Differentiation, innovation and, 101
- Discomfort, chaos and tolerance for, 117–118
- Discovery phase, of Appreciative Inquiry, 71
- Disraeli, Benjamin, 103
- Diversity, creativity and, 99
- Double linking, in organizational structure of Holacracy, 203–205
- Dream phase, of Appreciative Inquiry, 71
- Drifting-goals archetype, 170–171
- Dynamic complexity, 162
- Dynamic organization, principles of, 134–146

- Dynamic steering, 206–207  
 example of, 198  
 rules of, 207–208
- Economies:  
 economic expansion as “flattener,” 6  
 innovation and, 100–102
- Edge of chaos, evolution at, 118–121
- Edgewalkers, 233–237  
 empowerment and Julie Roberts, 243–247  
 gratitude and John Castagnini, 242–243  
 healing and Antanas Vainius, 239–242  
 key skills of, 234–236  
 poverty and Jim Riordan, 247–252  
 sustainability and Ben Freeman, 238–239  
 tips for, 236–237
- Edison, Thomas, 104, 209
- Education, M.O.R.E. and, 250–251
- Eisenhower, Dwight, 145
- Elections, integrative, in Holacracy, 218–219
- Electric cars, organizations on purpose and, 238–239
- Eliot, T. S., 237
- Elsom, Kendall A., Jr., 123
- Emerson, Ralph Waldo, 80
- Emotional and Social Competency Inventory, 132–133
- Emotions:  
 chaos and emotional distance, 119  
 nonverbal communication and, 50  
 roles in Holacracy and, 199
- Empowerment:  
 paradox of, 133–134  
 Roberts and, 243–247
- Energy healing, organizations on purpose and, 244–247
- Enterprise resource planning (ERP) software, 12
- Environment, collaboration and, 68
- Eoyang, Glenda H., 18–19
- Escalation archetype, 171–173
- Evolution, as open and decentralized, 31–32
- Expectations, clarifying of, 79
- Expertise, process for developing, 150–151
- Face-to-face meetings, versus teleconferences, 47, 48
- Facilitating Organizational Change* (Olsen and Eoyang), 18–19
- Failure, in Holacracy, 209
- Farming support, M.O.R.E. and, 248–250
- Feasibility, innovation and evaluation of, 102–103
- Feedback loops, in systems thinking, 162–163, 165–167
- Feigenbaum, Mitchell Jay, 34
- Ferrini, Paul, 140
- Fifth Discipline, The* (Senge), 123–126
- Fixes-that-fail archetype, 173–174
- “Flatteners,” 5–7
- Flexibility, leveraging of chaos and, 118
- Fluidity, in organizational structure, 143–144
- Ford, Henry, 130
- Fortune* magazine, 4, 18
- Fractals, 120–121
- Free-form conferences, 99
- Freeman, Ben, 238–239
- Frequent communication, in theory of relational coordination, 53
- Friedman, Thomas, 5–7
- Frontiers of Complexity* (Coveney and Highfield), 119
- Fuller, Buckminster, 191
- Future, collaboration for, 65–67
- Gaertner, Carl, 148
- Galton, Francis, 28–29
- Ghost in the Machine* (Koestler), 200
- Gittell, Jody Hoffer, 53
- Globalization, 12–13, 225, 231–233
- Goals:  
 collaboration and, 67  
 communication and shared, 54
- Goldberg, Rob, 102
- Goleman, Daniel, 132–133
- Goodman, Lizbeth, 100
- Governance meetings, in Holacracy, 216–218
- Gratitude, organizations on purpose and, 242–243
- gRAWnola™, 239–242
- Greenberg, Jack M., 80
- Greenspan, Alan, 76
- Grove, Andrew, 138
- Growth-and-underinvestment archetype, 176
- Guber, Peter, 60

- Haggerty, Liz, 49
- Healing, organizations on purpose and, 239–242
- Herrmann, Ned, 96
- Heuristic knowledge. *See* Unconscious competence
- Highfield, Roger, 119
- Hive mind, 26–28
- Hock, Dee, 37
- Holacracy, 191–222
  - applied to business structure, 226–231
  - core practices, 196–197, 216–221
  - creation of concept, 191–195
  - defined, 195–196, 200
  - organizational control, 196, 205–216
  - organizational structure, 196, 197–205
  - shared language and meaning, 197, 221–222
- Human capital dimension, of Information Evolution model, 14
  - adaptive, innovating enterprise, 18
  - consolidated enterprise, 15–16
  - integrated enterprise, 16
  - operational enterprise, 15
  - optimized enterprise, 17
- Humanistic approach, to counseling, 151
- Huntsman, Jon, 79
- “I” of organization, 230–231
- Ignorance, cost of, 13
- Incentives, creativity and, 98
- Individual action, in Holacracy, 215–216
- Individual will, of organization, 228–231
- Industry sustainability, dynamic organizations and, 137–138
- Informal collaborative communities, 84–86
- Information:
  - as lifeblood of business, 13
  - Information Evolution model, 13–18
  - need for fluid flow of, 143–144
- Information Revolution* (Davis, Miller, and Russell):
  - Information Evolution model, 13–18
  - realities jeopardizing business survival, 11–13
- Infrastructure dimension, of Information Evolution model, 14
  - adaptive, innovating enterprise, 17–18
  - consolidated enterprise, 15
  - integrated enterprise, 16
  - optimized enterprise, 16–17
- Innovation, 91–107
  - adaptive/innovation enterprise level, 17–18
  - collaboration and, 68
  - creativity and, 92–100
  - in living systems organizational model, 114
  - in marketplace, 100–103
  - power of Business Intelligence and, 188
  - tips from the field, 103–107
- Insight, power of Business Intelligence and, 187, 189
- Instability, leveraging of, 144–145
- Integrated enterprise level, Information Evolution model, 16
- Integrative decision making, 210
  - consensus and, 212–213
  - short-format process, 211
- Integrative elections, in Holacracy, 218–219
- Interaction, nonverbal communication and, 50
- International Symposium on Organizational Transformation, 99
- Internet-based platform, as “flattener,” 6
- Intuition, social intelligence and, 131
- Intuitive sensitivity, of Edgewalkers, 235
- Iterative functioning, of brain, 94
- Johansson, Frans, 105
- Johari Window, 150–151
- Joyce, James, 99
- Kellner-Rogers, Byron, 76
- Kelly, Kevin, 27–28
- Kinesics, 51–52
- Kinesthetic grasp of information, 46–47
- Knowledge, communication and shared, 54
- Knowledge process dimension, of Information Evolution model, 14
  - adaptive, innovating enterprise, 17–18
  - consolidated enterprise, 15
  - integrated enterprise, 16
  - operational enterprise, 15
  - optimized enterprise, 17
- Knowlton, Robert, 49
- Koestler, Arthur, 200

- Large-Scale Organizational Change* (Laszlo and Laugel), 112  
 principles of dynamic organizations, 134–146
- Laseter, Tim, 85–86
- Laszlo, Christopher, 112, 134–146
- Laugel, Jean-François, 112, 134–146
- Lead link, in organizational structure of Holacracy, 203–204
- Leadership, 129–158  
 conscious leader, 129–130  
 dynamic organization principles, 134–146  
 paradox of empowerment and, 133–134  
 social intelligence and, 130–133  
 training for and organizations on purpose, 243–244  
 unconscious competence and, 146–157
- Leadership and the New Science* (Wheatley), 21–22
- Learning organization, 123–126
- Left-brain/right-brain theory of organization, 93–97
- Level playing fields, business survival and, 12
- Levine, Peter, 246
- Levine, Stewart, 81
- Limbic system, 93, 97
- Limits-to-success archetype, 174–175
- Listening:  
 art of, 58–59  
 collaboration and, 80  
 dialogue and practice of, 56  
 discipline and knowledge sharing, 149  
 harvesting of business knowledge and, 152–154
- Living Systems Organizational model, 114–115
- Living the Field* (McTaggart), 21, 24–25
- Longfellow, Henry Wadsworth, 78
- Long-term identity, maintaining during repositioning, 136–137
- Lorenz, Edward, 33
- Loreta's Living Foods, 239
- Loyalty, showing of, 78
- Make-and-sell business paradigm, 8
- Mandelbrot, Benoit, 120
- Marcus, Jalma, 55
- Mark, Reuben, 80
- Marketplace, innovation in, 100–103
- McTaggart, Lynn, 21, 24–25
- Medici Effect: Breakthrough Insights at the Intersection of Ideas, Concepts & Cultures* (Johansson), 105
- Mehrabian, Albert, 49
- Memory, interference with, 149
- Mental models, as discipline, 124, 126
- Mentoring system, 68
- Miller, Gloria J.:  
 Information Evolution model, 13–18  
 realities that jeopardize business survival, 11–13
- Mind mapping, 154
- Mirror neurons, social intelligence and, 131
- Mission, storytelling and truth to, 61
- Mistakes, creativity and, 99
- Moment, storytelling and truth to, 61
- M.O.R.E. system (Modular Organic Regenerative Environment), 248–252
- Moreno, Jacob, 84–85
- Mossberg, Barbara, 35–36
- Mount, Ian, 10
- Multicultural responsiveness, of Edgewalkers, 234–235
- Muscle testing, 246–247
- Napier, Rod, 243
- Natural brokers, leveraging of, 85–86
- Natural connections, leveraging of chaos and, 118
- Neal, Judi, 233. *See also* Edgewalkers
- Neocortex, 93
- Net conference, 47
- Newsweek* magazine, 92
- Newtonian science, organizational models and, 109–110, 111–112
- Nolan, Richard L., 8–9
- Nonlinear systems, chaos theory and, 33
- Nonverbal communication, 49–53  
 forms, 51–53  
 functions, 50
- Norms, as fractals, 120–121
- Olsen, Edwin E., 18–19
- OnTrackAmerica, 86–89
- Open Space Technology: A User's Guide* (Owe), 100

- Operational enterprise level, Information Evolution model, 15
- Operational meetings, in Holacracy, 219–221
- Optimized enterprise level, Information Evolution model, 16–17
- Organization, ways to define, 4
- Organizational consciousness, 228–231
- Organizational control, in Holacracy, 196, 205–216
- autocracy integration, 215
  - dynamic steering, 206–209
  - failure and, 209
  - individual action, 215–216
  - integrative decision making, 210–213
  - predict and control integration, 209–220
  - whole system change and, 214–215
  - “workable decision,” 207–208, 213–214
- Organizational structure, in Holacracy, 196, 197–205
- circle organization, 199–205
  - double linking, 203–205
  - representative links, 203–204
  - requisite organization, 205
  - roles and accountability, 197–199
- Oscillator neurons, 131
- Out of Control* (Kelly), 27–28
- Owe, Harrison, 100
- Paralanguage, 51
- Parr Rud, Olivia, 133
- Participation, dialogue and principle of, 56
- Patterns, in systems. *See* Archetypes
- Perpetual Prosperity Pumps Foundation (PPPF), 248, 249–250
- Personal computers, as “flattener,” 6
- Personal mastery, as discipline, 124
- Peters, Tom, 58
- Pink, Daniel, 91–92
- Planck, Max, 22
- Planning, power of Business Intelligence and, 188
- Poverty, organizations on purpose and ending of, 247–252
- Powell, John, 55
- Predict-and-control model:
- integrating into Holacracy, 209–210
  - transcending, 206–207
- Present-moment awareness, 207
- Proactive interference, with memory, 149
- Problem-solving communication, in theory of relational coordination, 57
- Proxemics, 52–53
- Psychodynamic approach, to counseling, 152
- Quantum physics, 21–26
- Questions:
- asking probing, 155–156
  - creativity and, 98
- Railroad industry, collaboration case study, 86–89
- Rapport, developing, 148, 153–154
- Rationalism, contrasted to consciousness, 129–130
- Reality, confronting, 79
- Reasoning, power of Business Intelligence and, 187–188
- Receiver of information, role in communication, 46–47
- Reddish, John, 72–74
- Relational coordination theory, 53–55
- high-quality communication, 53–54
  - high-quality relationships, 54–55
- Relationships:
- dialogue and maintaining, 57–58
  - high-quality, 54–55
- Repositioning, maintaining long-term identity during, 136–137
- Representative link, in organizational structure of Holacracy, 203–204
- Requisite organization, in Holacracy, 205
- Resources, collaboration and alignment of, 67
- Respect:
- communication and mutual, 54–55
  - demonstrating of, 77–78
  - dialogue and practice of, 56
- Results, delivering, 78–79
- Retroactive interference, with memory, 149
- (R)evolutionary influence, 145–146
- Rewards, collaboration and, 69
- Rianoshek, Richard, 45
- Riordan, Jim, 247–252
- Risk-taking confidence, of Edgewalkers, 235
- Roberts, Julie, 109, 243–247

- Robertson, Brian, 191–195, 214, 226.  
*See also* Holacracy
- Roles, in organizational structure of  
 Holacracy, 197–199
- Roosevelt, Franklin D., 51
- Rosen, Evan, 67
- Rules of business, changes in, 12
- Russell, Allan:  
 Information Evolution model, 13–18  
 realities that jeopardize business survival,  
 11–13
- Sarbanes-Oxley Act, 13
- Scandinavian Airline System (SAS), 118, 137
- Science and nature, 21–39  
 biology and living systems, 26–31  
 classical and new science compared,  
 112–113  
 complexity science and chaos, 31–37  
 quantum physics, 21–26  
 systems theory and systems thinking,  
 37–38
- Secretan, Lance, 129–130
- Self-awareness, of Edgewalkers, 235–236
- Self-organizing natural systems, 34–35, 37  
 adaptability and, 109–110  
 core purpose and, 116–117  
 decision-making and, 141–143
- Self-organizing teams, 75. *See also* Holacracy
- Senge, Peter M., 100, 123–126, 161–162
- Sense & Respond* (Bradley and Nolan), 8–9
- Sense-and-respond business paradigm, 8
- Sensitivity, Edgewalkers and intuitive, 235
- Shared language and meaning, in Holacracy,  
 197, 221–222
- Shared vision, as discipline, 125, 126
- Shareholder value, linking transformation to,  
 139–140
- Sharing, collaboration and, 67
- Shifting-the-burden archetype, 176–178
- Situational functioning, of brain, 94
- Smith, Adam, 252
- Social intelligence, 130–133
- Social Intelligence: The New Science of Human  
 Relationships* (Goleman), 132–133
- Sociodrama, conflict resolution and,  
 122–123
- Sociograms, 84–85
- Solar vehicles, organizations on purpose and,  
 238–239
- Somatic experiencing, 246
- Special-topic meetings, in Holacracy, 221
- Speed of Trust, The* (Covey), 75–77
- Sperry, Roger W., 30
- Spindle cells, 131
- Spiral Dynamics, 92
- Stand-up meetings, in Holacracy, 220
- Status relationships, nonverbal  
 communication and, 50
- Stock-and-flow models, 182–183  
 from causal loop to, 184–186  
 conversion of multiple, 186–187  
 measurement of, 183–184
- Storytelling, 60–62
- Straight talk, 77
- Strange attractors, 34–36
- Strategic inflection points, 138–139
- Strategic meetings, in Holacracy, 221
- Strategic planning, adaptive, 135–136
- Structure, within chaos, 116–117
- Success to the successful archetype,  
 178–179, 180
- Sullivan, Andrea, 29
- Suspending, dialogue and practice of, 57
- Sussman, Michael, 86–89
- Sustainability, Ben Freeman and, 238–239
- Systems thinking, 37–38, 124, 161–190  
 business analytics and, 163–187  
 business intelligence connection, 187–189  
 as discipline, 125–126  
 mechanics of, 161–163
- Tactical meetings, in Holacracy, 220
- Tannen, Deborah, 122–123
- Tapscott, Donald, 11, 65
- Taylor, Frederick Winslow, 111
- Taylor, Jill Bolte, 30
- Teams:  
 avoiding failure of, 74  
 building collaborative, 72–74  
 at Cisco, 66  
 learning and discipline of, 125, 126
- Technology:  
 collaboration and, 66, 69, 81–86  
 communication and, 47–49
- Teleconferences, 47, 48

- Teller, storytelling and truth to, 60
- Ternary Software, 191, 209
- Thank God I . . .™ series, 242–243
- Thinking, creativity and, 98–99
- Thurrow, Lester, 9
- Timely communication, in theory of  
relational coordination, 53
- Toffler, Alvin, 79
- Total quality management (TQM), 110–111
- Toyota, 125
- Tragedy-of-the-Commons archetype,  
179–181
- Transparency, creating of, 78
- Trust:  
collaboration and, 67, 80  
collaboration and value of, 75–77  
knowledge sharing and, 148, 153
- Truths, storytelling and, 60–62
- Tu, Daniel, 109
- “Tuning in,” social intelligence and, 131
- Unconscious competence, 146–147  
harvesting of business knowledge,  
147–157  
therapeutic interviewing, 147
- Understanding, power of Business  
Intelligence and, 187, 189
- Unfoldment, dialogue and principle of, 57
- Universality, 34–36
- Vaill, Peter, 18–19
- Vainius, Antanas, 239–242
- Value:  
collaboration and, 68  
leveraging of chaos and, 117  
strategies for capturing, 8–11
- Viability, innovation and evaluation  
of, 102
- Virtual meetings, 47, 48
- Visa International, 36–37
- Visionary consciousness, of Edgewalkers, 234
- Visual grasp of information, 46–47
- Voicing, dialogue and practice of, 57
- Volatility, permanence of, 12
- Waldrop, Mitch, 37
- “We” of organization, 231–233
- Wegesin, Jeffrey, 11
- Wells, Dave, 38, 163
- Wheatley, Margaret, 21–22, 25, 76,  
97–98, 162
- Whitney, D., 72
- Whole-brain thinkers, 18, 29–31,  
155–156
- Whyte, David, 43, 91
- Wilber, Ken, 200
- Williams, Anthony D., 65
- Women for Women International  
(WFWI), 247
- Woodburn, Cherry, 103–106
- “Workable decisions,” in Holacracy,  
207–208, 213–214
- Workflow software, as “flattener,” 7
- Workspace, creativity and, 99
- World Is Flat, The* (Friedman), 5–7
- Worldwide governance, Holacracy and,  
231–233
- Wrongs, righting of, 78

<http://www.pbookshop.com>