

# Index

- Accountability, 69, 73
  - in disorganized systems, 98–100
  - of functionally disorganized system, 82–83
- Accumulation (term), 11
  - of entities (7, 8)
  - stochastic, 9, 11
- Adaptability, 88
- Agent-based simulations (ABMs), 57
- Agility, 12
- Amagasaki train crash, 19–20, 25
- Amazon, 26
- Anarchy (term), 11
- Applicability
  - of ABMs in social science, 57
  - for modern management thinking, 124
  - in physical sciences, 32
- Birth of disorganization (*see also* Logic of disorganization), 29
  - evolutionary phases of disorganization, 34
  - growing pains, 33–35
  - modern aims of disorganization research, 35
- Blockbuster (video rental service), 3–4, 26–27
- Breadth, depth, volume, and intensity (BDVI), 82, 121
  - BDVI-based understanding disorganization, 39, 43
- Business, 13, 27, 53, 66
  - control, 67
  - cost of “order” in, 23–27
  - model, 3
  - modern businesses, 50, 66
- Business plasticity, 95
  - axioms, 89
  - implementation options for disorganization, 89–91
  - issues and bottlenecks, 91–93
- Calibration, 78
  - variance, 97–98
- Capability of disorganization, 48
- Cause-based understanding disorganization, 39–40
- Chaos theory, 32–33
- Cognitive “off-loading”, 116
- Cognitive elements of disorganization, 111, 113–115
  - distributed cognition, 115–116
- Coherent narrative issue, 108–109
- Complexity in behavioral science, 32
- Complexity theory, 32–33
- Computer backup mechanism, (resilience) 50
- Conceptual shift in thinking, 33–34
- Conservation of resources theory (COR theory), 119–120
- Convictional functional barriers, 79–80
- Conventional businesses, 49
- Conventional hierarchical information structure, 70–72
- Coping with stochasticity, 45
  - internal and external organizational foresight, 48–50
  - melting pot of ideas–juxtaposition, 47–48
  - reducing organizing costs, 45–47
  - systematic resilience, 50–52
- “Coping” strategies of disorganization, 33, 121
- Cost of “order” in business, 23–27
- Cost–benefit analysis, 64, 74

- Creativity, disorganization and, 118–119
- Crime syndicates (resilience), 51–52
- Decision making, 81–82
  - options for structural disorganization, 73–74
- Discarding process, 46
- Disorder, 11–12, 21, 23, 40, 46
- Disorganization (*see also* Functional disorganization; Structural disorganization), 2, 4, 11–12, 49, 57, 59, 114, 121–124
  - as antidote to growing pains of status quo, 3–7
  - baby steps, 9–10
  - birth of, 29–35
  - case for disorganization in management, 117
  - cognitive elements of, 111, 113–116
  - and creativity, 118–119
  - embracing inevitability, 7–9
  - expectation, 6
  - future of, 107–112
  - lifecycle, 8
  - logic of disorganization, 39–43
  - performance, 117–118
  - pitfalls, 119
  - reality uncovered through
    - empirical evidence, 6
    - sorting terminology, 10–13
- Disorganized operations, 49
- Disorganized structural topology, 70–71
- Disorganized team, 65
- Distributed cognition, 115–116
- Distributed/systematic cognition (*see* 4E cognition)
- “Ecological” cognition, 116
- “Embedded” cognition, 116
- “Embodied” cognition, 116
- Embracing disorganization, 49
- “Enacted” cognition, 116
- Entities, varied, 11
- Entropy (term), 12
- Equation-based modeling, 57
- Evolutionary phases of disorganization, 34
- Exogenous disorganization, 40
- “Extended mind” (*see* “Extended” cognition)
- “Extended” cognition, 116
- External organizational foresight, 48–50
- Failure to adapt, 26, 27
- Flexibility, 88
- Foundational theory or conceptual framework, lack of, 107
- 4E cognition, 115–116
- Full access environmental condition, 59
- Functional disorganization (*see also* Structural disorganization), 77–78, 80, 118, 122
  - convictional functional barriers, 79–80
  - implementation strategy, 82
  - low, medium, and high, 81
  - monitoring and accountability, 82–83
  - problem solving/decision making, 81–82
  - socializing, 78–79
- Future of disorganization, 107
  - gaps in research, 107–110
  - research agenda, 110–112
- Garbage can model (Cohen), 30–31, 47–48
- Goal-driven disorganization (*see also* Structural disorganization), 63
  - broad strategies for, 63–66
  - implications of leveraging disorganization, 66–68
- Hierarchically ordered complex human structures, 11

- Higher access environmental condition, 58
- Higher functional disorganization, 89
- Higher structural disorganization, 89
- Highly explorative characteristics, 89
- Highly opportunistic characteristics, 89
- Hill-climbing approach, 54
- Human
  - and cognitive mechanisms, 114–115
  - cost of organization, 24
  - costs/employee dissatisfaction, 23
- Hunter-gatherer phases of development, 21
- Hybrid conditions, 59
  
- Indigenous disorganization, 40
- Individual disorganization, 59
- “Initiative-freeing” organization, 119
- Integrated order/disorder approach, 63, 66
- Interconnection
  - between organized and disorganized systems, 100–102
  - process in structural disorganization, 72–73
- Iteration, adaptive, 63, 65
- Iterative approach, 63, 65
  
- Language development, 21
- Law
  - enforcement, 51–52
  - of thermodynamics, 32
- Lenses, 43, 44
- Leveraging disorganization, 53–54, 63
  - implications, 66–68
  - “leveraging” strategies of disorganization, 121
- Location-based understanding of disorganization, 39, 42–43
- Logic of disorganization, 39
  - BDVI model, 43
  - cause-based understanding of disorganization, 39–40
  - location-based understanding of disorganization, 42–43
  - reaction/outcome-based understanding of disorganization, 41–42
- Lower access environmental condition, 58–59
- Management
  - case for disorganization in, 117
  - scholars, 1
- Massachusetts Institute of Technology (MIT), 55
- Mathematical optimization, 54
- Measuring disorganization, 111
- Mess/Messy (term), 12
- Messes (major types), 41
- Microchip, 54–55
- “MIT Building 20: The Magical Incubator”, 55
- Modern businesses, 50, 66
- Monitoring, 92
  - in disorganized systems, 98–100
  - processes, 64
- Moore’s law, 54
  
- Negative effects of order, 22
- Neuroplasticity (*see* Plasticity)
- Noninterventionist approach, 63–64
- Nonphysical entities, 8–9
- Nonphysical location, 42
- Nonteleological disorganization, 41
- “Nuclear reactor” approach, 30
  
- One-off instance of disorganization, 64
- Optimization methods, 54
- Order, 12, 19
  - in chaos, 53–59
  - cost in business, 23–27
  - history, 20–23
  - peril of overreliance, 25
  - vicious cycle of, 20
- Organization, 12–13, 23–24, 57
  - components, 69–70
  - functioning, 114
  - internal organizational foresight, 48–50

- performance, 117–118
- process/system, 53
- reducing organizing costs, 45–47
- structure in, 69
- Organized structural topology, 70–71
- Perception issue, 108–110
- Phase 3 expansion, 110
- Physical location, 42
- Plasticity, 87–88
  - key characteristics of, 122
- Pockets
  - of disorganization, 48
  - of order/disorder, 66
- Predisposition, 5, 7
- Preservation of core identity, 89
- Problem, 9, 57–58
  - modern businesses deal, 48
  - solving, 81–82
- Project management approach (PM approach), 114
- Reaction/outcome-based
  - understanding
  - disorganization, 39, 41–42
- Replication, 65
- Replication in disorganized systems, 95–96
- Research
  - agenda, 110–112
  - gaps in, 107–110
- Result only work environment
  - approaches (ROWE approaches), 65, 99
- Retraining programs, 19
- Same access environmental condition, 58
- Scientific management, 22
- Scientific method, 22
- Selection pressures, 65
- Self-adaptation, 65
- Self-governance, 65
- Self-organization in behavioral science, 32
- Simulation
  - annealing algorithm, 55
  - studies, 56
  - techniques, 57
- Single implementation (one-off)
  - approach, 63–65
- Sloppy structural disorganization, 40
- Slow-changing environment, 27
- Social interactions, 57
- Socialization, 78–79
- Solutions, 57–58
- “Spaghetti Approach”, 31
- Static environment, 27
- Stochastic accumulation, 70
  - of entities, 34, 53
  - managers, 9
- Stochastic dynamics, 32
- Stochastic processes, 54
- Stochasticity, 92
  - in human system, 55
- Strategic messes, 40
- Structural disorganization
  - (*see also* Functional disorganization), 69–70, 122
  - conventional hierarchical
    - information structure, 70–72
  - decision-making options, 73–74
  - implementation guide for, 74
  - low, medium, and high, 72
  - sloppy, 40
  - stochastic accumulation, 70
  - topological flexibility, 70
- Structure in organization, 69
- Subsystems Approach, 101
- Sustainable capability, 95
  - accountability and monitoring, 98–100
  - calibrating variance, 97–98
  - interconnection, 100–102
  - replication, 95–96
  - understanding initial conditions, 96–97
- Systematic resilience, 50–52
- Team disorganization, 59
- Teleological approaches, 34, 70

- Teleological disorganization, 41, 66, 67, 121–122
- Teleological forms of disorganization, 68
- Terminology, 10–13
- Thermodynamics, law of, 32
- Thinking order, 5
- “To discard mess” (*see* “To remove messes”)
- “To organize mess”, 41
- “To remove messes”, 41
- Topological flexibility, 70
- Toys “R” Us, 26–27
- “Try before you buy” strategy, 64
- Unpredictability, 53
  - unpredictable accumulation of entities over time, 7
- Variance, calibrating, 97–98
- Wasting resources, 42

