

Crisis & Renewal: Meeting the Challenge of Organizational Change

By David K. Hurst

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Presents a view of how successful organizations evolve and renew themselves and of what managers must do to lead the revival. This book argues that there are times when managers must deliberately create crises by committing acts of 'ethical anarchy' in order to break the constraints of success and renew their organizations.

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Editorial Review

From Publishers Weekly
Billed as a radical view of corporate growth cycles, this volume lays out a revitalization plan for managers coping with bureaucratic stagnation. Using the hunter-gatherers of the Kalahari Desert and the Quakers of 17th-century England as analogous cases, Hurst, a consultant and research fellow at the University of West Ontario National Center for Management Research and Development, develops his theory that the evolution of organizations, whether they be corporations, philosophical entities or civilizations, follows a natural pattern that repeats itself and can be predicted. The initial stage is characterized by enthusiasm, high purpose and shared responsibility, which bring out the best in everyone involved. But, alas, a successful enterprise inevitably falls victim to institutionalization as processes are formalized, rigidity sets in and democratic processes are replaced by hierarchical rankings. Only a crisis or near catastrophe can restore the original milieu of purposeful cooperation. Usually this happens on its own; but if it doesn't, Hurst urges managers to create the crises themselves through acts of "ethical anarchy." Author tour.
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From Library Journal
Management consultant Hurst examines social organization from the Bushmen of southern Africa to the Nike Corporation and concludes that it is only through a process of renewal following a crisis that human organizations successfully adapt to the ever-changing environment. His book is more a reflection than a prescription, and managers looking for quick answers for today's problems will be disappointed. However, unlike many current management theories whose interest in history begins and ends with the 1960s, Hurst's use of historical analogies is refreshing and welcome. Recommended for academic libraries and public libraries with comprehensive business collections.
Andrea C. Dragon, Coll. of St. Elizabeth, Convent Station, N.J.
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Review
How do successful organizations implement change, and how does the change translate through the entire company's structure? Hurst probes how people change and uses this as a foundation for exploring organizational transitions and 'ecostructures' which present challenging models for renewal. -- *Midwest Book Review*

Users Review

From reader reviews:

Ira Knudsen:

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Elvira Eberhardt:

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