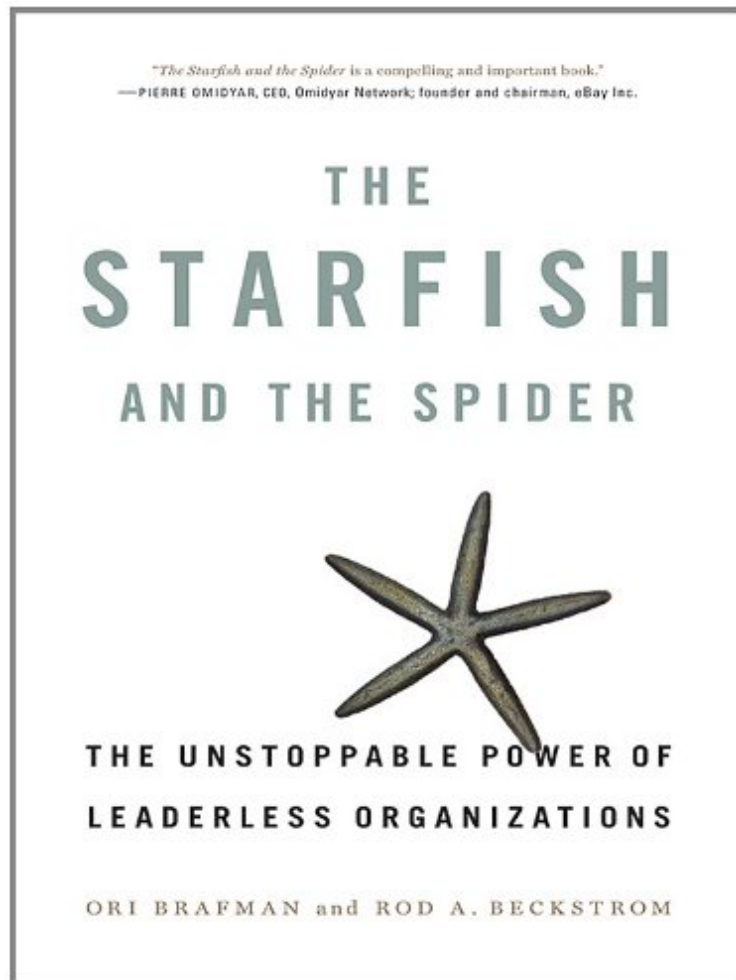


The Starfish and the Spider: The Unstoppable Power of Leaderless Organizations

Ori Brafman, Rod A. Beckstrom
*ebooks / Download PDF / *ePub / DOC / audiobook*



DOWNLOAD



READ ONLINE

#76425 in eBooks 2006-10-05 2006-10-05 File Name: B000S1LU3M | File size: 33.Mb

Ori Brafman, Rod A. Beckstrom : The Starfish and the Spider: The Unstoppable Power of Leaderless Organizations before purchasing it in order to gage whether or not it would be worth my time, and all praised The Starfish and the Spider: The Unstoppable Power of Leaderless Organizations:

0 of 0 people found the following review helpful. You don't follow a catalyst because you have to....By Angela S
The Starfish and the Spider: The Unstoppable Power of Leaderless Organizations compares centralized and decentralized organizations. A centralized organization is much like a spider; cut off its head and the spider dies. A decentralized organization, on the other hand, is like a starfish. When an arm of the starfish is cut off, the starfish generates an entirely new body. Published in 2006, Brafman and Beckstrom explore and explain the increase in the number of decentralized organizations. Their discussions of organizations such as Alcoholics Anonymous, Napster, and Al-Qaeda make the concepts of decentralized organizations not only pertinent to today's economy and culture, but

also understandable. The traditional top-down hierarchy of centralized organizations creates levels of bureaucracy that make change within an organization slow-going. By the time the change is implemented, it is out of date and in need of modification. These spider organizations have a command and control which dictates the movement of the organization; those employed must comply or risk being out of a job. A decentralized organization creates an environment where there is no head; all are equal and free to contribute to the changes and sustainment within an organization, acting as a form of distributed leadership. In this starfish organization, the members of the group must convince all other members to move and change; the collective make changes happen. Norms, not rules, control a starfish organization. The internet has changed how we view the world, the next generation of professionals and work-force employees will have grown up with access to knowledge, and the ability to contribute to that knowledge freely. Employees are looking for the catalyst for change to get the starfish moving, and then having that catalyst get out of the way so the employees can make the organization successful. This book is a key addition to professional reading lists for leaders and managers at all levels, educators and students, as well as employees within any organization. 1 of 1 people found the following review helpful. A timeless classic By Reasonable Reviewer I read the book and had a chance to hear Ori talk two days later. I really liked the book to begin with, but after hearing Ori talk I really love the concept. The premise is that strictly hierarchal organizations don't do as well as more ad hoc organizations, e.g., a flock of birds, in volatile, uncertain, chaotic, and ambiguous times. Yes. Often books like this tend to over state their points, but the Starfish and the Spider pokes fun at itself and explores the ragged edge of its own theory. It is also a very quick read. Well done! I highly recommend this book! In service, Rich The Original Dr Games since 1993 0 of 0 people found the following review helpful. 'Starfish' explains changing business climate By Jason Reynolds What do you do when you've always charged for delivering a service or product and some Web site comes along and offers something much like it for free? That's been the question plaguing the music recording, news and software companies for some time. It's of great interest to me because I work in the newspaper industry. This book titled, "The Starfish and the Spider: The Unstoppable Power of Leaderless Organizations," takes a fascinating look at this phenomenon. Published in 2006 and written by Ori Brafman and Rod A. Beckstrom, "Starfish" looks at movements/organizations that defy the traditional leadership model of "Who's in charge?" Sometimes, no one is in charge. The Aztecs had Montezuma and a capital city, and were easily wiped out by the Spanish who killed the leader. The Apache had no centralized leader and no capital, and thus were better equipped to fight off attacks by armies from developed nations who looked for traditional targets to strike. But the book's authors say that also describes the recording music industry's attempts to fight off Napster: They effectively killed that one Web site, but their efforts antagonized people and spawned lots of imitators. The authors write that Craigslist provided an unexpected challenge to the newspaper industry. Why pay for a newspaper classified ad when you can advertise a product for free all over the world? Likewise, why subscribe to a newspaper when you can read it for free online? Newspapers learned to combine ad sales for print and online editions, as well as partnering with sites like CareerBuilder. After many newspapers dropped their attempts to charge subscriptions for online stories, some organizations are taking a second look at this model again. "Starfish" provided an eye-opening lesson for me in how my industry has been evolving, and I enjoyed reading this book.

If you cut off a spider's leg, it's crippled; if you cut off its head, it dies. But if you cut off a starfish's leg it grows a new one, and the old leg can grow into an entirely new starfish. What's the hidden power behind the success of Wikipedia, Craigslist, and Skype? What do eBay and General Electric have in common with the abolitionist and women's rights movements? What fundamental choice put General Motors and Toyota on vastly different paths? How could winning a Supreme Court case be the biggest mistake MGM could have made? After five years of ground-breaking research, Ori Brafman and Rod Beckstrom share some unexpected answers, gripping stories, and a tapestry of unlikely connections. The Starfish and the Spider argues that organizations fall into two categories: traditional "spiders," which have a rigid hierarchy and top-down leadership, and revolutionary "starfish," which rely on the power of peer relationships. The Starfish and the Spider explores what happens when starfish take on spiders (such as the music industry vs. Napster, Kazaa, and the P2P services that followed). It reveals how established companies and institutions, from IBM to Intuit to the US government, are also learning how to incorporate starfish principles to achieve success. The book explores: * How the Apaches fended off the powerful Spanish army for 200 years * The power of a simple circle * The importance of catalysts who have an uncanny ability to bring people together * How the Internet has become a breeding ground for leaderless organizations * How Alcoholics Anonymous has reached untold millions with only a shared ideology and without a leader The Starfish and the Spider is the rare book that will change how you understand the world around you. From the Hardcover edition.

From Publishers Weekly Brafman and Beckstrom, a pair of Stanford M.B.A.s who have applied their business know-how to promoting peace and economic development through decentralized networking, offer a breezy and entertaining look at how decentralization is changing many organizations. The title metaphor conveys the core concept: though a starfish and a spider have similar shapes, their internal structure is dramatically different—a decapitated spider inevitably dies, while a starfish can regenerate itself from a single amputated leg. In the same way, decentralized

organizations, like the Internet, the Apache Indian tribe and Alcoholics Anonymous, are made up of many smaller units capable of operating, growing and multiplying independently of each other, making it very difficult for a rival force to control or defeat them. Despite familiar examples—eBay, Napster and the Toyota assembly line, for example—there are fresh insights, such as the authors' three techniques for combating a decentralized competitor (drive change in your competitors' ideology, force them to become centralized or decentralize yourself). The authors also analyze one of today's most worrisome "starfish" organizations—al-Qaeda—though that group undermines the authors' point that the power of leaderless groups helps to demonstrate the essential goodness and trustworthiness of human beings. (Oct. 5) Copyright copy; Reed Business Information, a division of Reed Elsevier Inc. All rights reserved. "One of those delightful business books that transcend the genre" —Boston Globe "The Starfish and the Spider, like Blink, The Tipping Point, and The Wisdom of Crowds before it, showed me a provocative new way to look at the world and at business. It's also fun to read!" —Robin Wolaner, author of Naked in the Boardroom "A must read. Starfish are changing the face of business and society. This page-turner is provocative and compelling." —J. David Martin, CEO of YPO International From the Back Cover Advance praise for The Starfish and the Spider "The Starfish and the Spider is a compelling and important book, rich with examples of how decentralization is fundamental to what I call the 'right environment'—one that promotes equal access, rich connections and 'skin in the game' for participants." —Pierre Omidyar CEO, Omidyar Network; Founder and Chairman, eBay Inc. "The Starfish and the Spider, like Blink, The Tipping Point, and The Wisdom of Crowds before it, showed me a provocative new way to look at the world and at business. It's also fun to read! It's a quick read, but a profound one. Every CEO should think about what aspects of catalyst leadership they embody, or can embody, for the good of their company." —Robin Wolaner, author of Naked in the Boardroom "A fantastic read. Constantly weaving stories and connections. You'll never see the world the same way again." —Nicholas J. Nicholas, Former Co-CEO of Time-Warner "A must read. Starfish are changing the face of business and society. This page-turner is provocative and compelling." —David Martin, CEO of YPO International "Starfish provides a powerful perceptual prism for understanding the patterns and potential of self-organizing systems." —Steve Jurvetson, Partner, Draper Fisher Jurvetson "Starfish lifts the lid on a massive revolution in the making, a revolution certain to reshape every organization on the planet from bridge clubs to global governments. Brafman and Beckstrom elegantly describe what is afoot and offer a wealth of insights that will be invaluable to anyone starting something new—or rescuing something old—amidst this vast shift." —Paul Saffo Director, Institute For The Future "The Starfish and the Spider is great reading. [It has] not only stimulated my thinking, but as a result of the reading, I proposed ten action points for my own organization." —Klaus Schwab, Executive Chairman, World Economic Forum, Davos "Starfish challenges the command and control economy with the power of participatory consumers. From eBay to Google, Skype to Craig's List, inspired individuals are catalyzing a marked shift from hierarchies to the wisdom of crowds. Ori and Rod provide sharp insights into how to avoid becoming the next victim of this market populism; or if you are so inclined, the strategies to take on those vulnerable incumbents." —Randy Komisar, Author, Stanford Professor, and Kleiner Perkins Caufield and Byers Partner "I just read The Starfish and the Spider a second time. I am writing a Board paper asking my Board to approve a completely new top management structure. I have borrowed heavily from your thoughts, and feel even in an age-old bricks and mortar industry, we can apply some of the leaderless organization rules to grow faster and be significant to our members and our communities." —Pradeep Paurana, CEO, Athi River Mining, Ltd., publicly listed Kenya Company "It is my pleasure to endorse The Starfish and the Spider by Ori Brafman and Rod Beckstrom. Reading The Starfish and the Spider is like jumping into the minds of two visionaries who can see possibilities for our world that others can not hope to even imagine. But the great thrill of this book is that these two authors are visionaries who have already achieved extraordinary accomplishments in this world - they know how to make visions incarnate. That's why you need to read this book. They see the world the way it can be." —Caroline Myss, Author of Anatomy of the Spirit and Sacred Contracts "In addition to being highly readable and highly entertaining, Beckstrom and Brafman make a strong case for the leaderless organization, an approach that is too often unappreciated in today's world." —Robert Leaf, Former Chairman, Burson Marsteller International "The Starfish and the Spider is an intelligent and compellingly written exposition of the importance of decentralization in our lives, culture and economy. The authors' weaving of neurochemistry with economics sociology and psychology entertained and educated me and will do the same for anyone who wants to learn." —Frederic Luskin, Ph.D. Director Stanford Forgiveness Projects... Author Forgive for Good "Starfish represents an important framework for understanding and mastering distributed leadership." —David Whorton, Managing Director, Tugboat Ventures "How do you *think* about running your organization in a world where customers openly share their opinions of your business without you controlling the dialog? Is your mentality starfish or spider driven? Read about insightful examples and consequences of paths companies, governments, and social groups have pursued." —Edward A. Smith, VP of Marketing, Clickshift "Before I read The Starfish and The Spider, I often felt like I was bobbing alone in a sea of old ideas in how I chose to manifest and guide an organization or project. Now my instincts are affirmed and I go forth with greater insight, confidence and words to articulate my ideas. And of course, I am on the lookout for other starfish." —Kimberly Carlisle, The Carlisle Enterprise and The Flag Foundation "This book explains clearly and simply the power of

decentralized organization. If decentralized organization sounds like an oxymoron, read on! This is a powerful new organizational model and Brafman and Beckstrom demonstrate how and why it is taking industries by storm." --Steve Farrell, Former CEO, Enterprise Networking Systems Inc. "This is one of those books that is so striking, that I keep bringing it up in conversations. As the head of an international nonprofit, the insights into non-hierarchical organizations are not just valuable, they're essential to our work in the future." --Jim Fruchterman CEO, Benetech "I'd suggest adding to the list the upcoming *The Starfish and the Spider: The Unstoppable Power of Leaderless Organizations*, by Ori Brafman and Rod Beckstrom. It's another great look at how we can often be more effective by subverting hierarchy rather than following it." --Scott Allen *The Ubiquitous Librarian* *Blog "I actually finished it within 48 hours of receiving it, but wanted to re-read and think about it more...it is amazing and continues to give me much to consider - something happens every other day that makes me think about the concepts. Bravo!" --Jessica Flannery, Co-founder Kiva.org