



The Centerless Corporation: Transforming Your Organization for Growth and Prosperity

Albert J. Viscio

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For the first time ever, Bruce A. Pasternack and Albert J. Viscio, the founding partners of the Strategic Leadership Practice at Booz-Allen & Hamilton, one of the world's top management and technology consulting firms, offer a comprehensive strategy for business survival and success. At the heart of this landmark work is a new model for the 21st-century corporation that will bring growth and prosperity. "The Centerless Corporation" goes beyond the lines and boxes of today's rigid organizations. It defines new relationships which make traditional corporate center, command-and-control models obsolete. Pasternack and Viscio, two of the most respected and gifted thinkers in today's business world, believe that the principles and organizational models used in most companies, which have evolved for well over one hundred years, are now outmoded. In today's double-speed, highly complex world the conventional model does not deliver. Technology is tying the world more closely together; markets are becoming more global, competition is based more and more on capabilities and knowledge, and demographics are altering the composition and preferences of the work force. The upheaval in the corporate world is costly in both human and financial terms as firms try to cope with change. In response to greater complexity, many of the world's most prominent companies, such as AT&T and Westinghouse, have streamlined their portfolios, and most have undergone significant downsizing and restructuring programs. Increasingly, disappointing company performance results in a highly publicized replacement of the CEO. The basic corporate model needs an overhaul. "The Centerless Corporation" is a compelling model that presents practical solutions for how to build a more effective global organization, develop capabilities for growth, formulate a New People Partnership with employees, implement a learning organization, and cultivate leaders at every level in the organization. The foundation of many of this book's concepts was developed by a Booz-Allen & Hamilton task force charged with studying emerging trends and alternatives for large corporations to cope with the new business environment. The authors convincingly demonstrate that successful firms will build leadership models based on vision, values, and identity. They will establish coherent business processes within their organizations, leverage knowledge, share best practices, and develop highly motivated work forces. They will redefine their organizations, establishing new roles for what the authors characterize as the Global Core, a value-contributing, next-generation corporate center. "The Centerless Corporation" was born of upheaval. It is rooted in the authors' experiences working with top executives in large corporations around the world who are grappling with the turmoil in their business environments and are anxiously searching for better ways to lead their companies in turbulent times. It is a guide to transform your organization into the model that Pasternack and Viscio believe must be adopted for survival and growth in the coming decade.

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