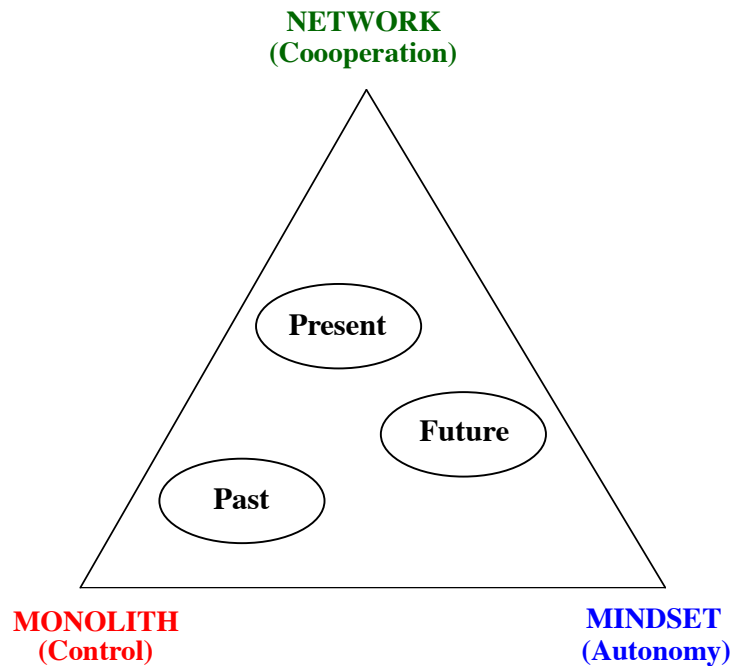


EVOLUTION OF ORGANIZATIONAL DESIGN



Until about a generation ago, organizations were regarded for the most part as monolithic entities, intact structures with clear boundaries separating inside from outside. Then, almost coincident with the fall of the Berlin Wall, organization theory began to evolve towards social network theory--a process accelerated by the ascent of the internet. The future will continue the trend away from monolithic appreciations but increasingly will reflect collective cognition, or shared mindset.