

Cambridge Elements[≡]

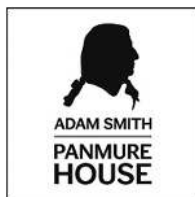
Elements in Reinventing Capitalism

edited by
Arie Y. Lewin
Duke University
Till Talaulicar
University of Erfurt

THE POST-MANAGERIAL ERA OF CAPITALISM

*Organizational Design as the Next
Innovation Frontier*

Hunter Hastings
Bialla Venture Partners



CAMBRIDGE
UNIVERSITY PRESS

Cambridge University Press & Assessment
978-1-009-60812-1 — The Post-Managerial Era of Capitalism
Hunter Hastings
Frontmatter
[More Information](#)



CAMBRIDGE
UNIVERSITY PRESS

Shaftesbury Road, Cambridge CB2 8EA, United Kingdom

One Liberty Plaza, 20th Floor, New York, NY 10006, USA

477 Williamstown Road, Port Melbourne, VIC 3207, Australia

314–321, 3rd Floor, Plot 3, Splendor Forum, Jasola District Centre,
New Delhi – 110025, India

103 Penang Road, #05–06/07, Visioncrest Commercial, Singapore 238467

Cambridge University Press is part of Cambridge University Press & Assessment,
a department of the University of Cambridge.

We share the University's mission to contribute to society through the pursuit of
education, learning and research at the highest international levels of excellence.

www.cambridge.org

Information on this title: www.cambridge.org/9781009608121

DOI: 10.1017/9781009608084

© Hunter Hastings 2025

This publication is in copyright. Subject to statutory exception and to the provisions
of relevant collective licensing agreements, no reproduction of any part may take
place without the written permission of Cambridge University Press & Assessment.

When citing this work, please include a reference to the DOI 10.1017/9781009608084

First published 2025

A catalogue record for this publication is available from the British Library

ISBN 978-1-009-60812-1 Hardback

ISBN 978-1-009-60811-4 Paperback

ISSN 2634-8950 (online)

ISSN 2634-8942 (print)

Cambridge University Press & Assessment has no responsibility for the persistence or
accuracy of URLs for external or third-party internet websites referred to in this
publication and does not guarantee that any content on such websites is, or will
remain, accurate or appropriate.

For EU product safety concerns, contact us at Calle de José Abascal, 56, 1º, 28003
Madrid, Spain, or email eugpsr@cambridge.org

The Post-Managerial Era of Capitalism

Organizational Design as the Next Innovation Frontier

Elements in Reinventing Capitalism

DOI: 10.1017/9781009608084
First published online: December 2025

Hunter Hastings
Bialla Venture Partners

Author for correspondence: Hunter Hastings, hunterhastings@icloud.com

Abstract: Traditional business management was the machinery of control for industrial organizations that had sprawled beyond the oversight of their founders, an organizational innovation that became a profession and a science. The aim was the stability and predictability the financial sector demanded. But control brought increasing costs: (1) slow response to market changes; leaving established firms behind innovative newcomers; (2) bureaucratic inertia that strangled flexibility; (3) disengaged employees who felt their creativity and agility stifled. These failures weakened firms and lowered economic productivity. In the Kuhnian framework of scientific revolutions, the management paradigm entered crisis mode. Consistent with the Kuhnian framing, businesses are moving beyond management. Self-organization and enterprise flow are revolutionizing business models. Interconnected ecosystems replace bounded industries. Experimentation and feedback replace traditional strategic planning. Dynamic, autonomous teams replace hierarchies of authority. Liberated companies embrace dynamic cohesion rather than the rigidities of business administration. They operate in a post-managerial era.

This Element also has a video abstract: Cambridge.org/RECA_Hunter_abstract

Keywords: post-managerial era, new management paradigm, self-organization, venture mode, entrepreneurship

© Hunter Hastings 2025

ISBNs: 9781009608121 (HB), 9781009608114 (PB), 9781009608084 (OC)
ISSNs: 2634-8950 (online), 2634-8942 (print)

Contents

1	Introduction: A Short History of Management	3
2	The Consequences of Managerial Systems	12
3	Shifting the Paradigm: Anomalies and Crisis	17
4	A New Worldview: Self-organizing Systems	25
5	Pioneers and Experiments	31
6	The Emergent Novelty: Self-management	45
7	The New Technologically Evolved Business Models of Hyper-personalization	50
8	The New Integration of Self-management and Digital Enablement	56
9	Enabling Cohesion: More Freedom, Less Authority	61
10	Conclusion	84
	References	88