

## Editor's Note



Gerard Fairtlough, Editor Triarchy Press

What in the world is Triarchy? Well, there are three ways of getting things done in organizations and the combination of the three is called triarchy, which means triple rule. Triarchy Press has been named after this organizational concept. This Newsletter, the first from Triarchy Press, has two themes: the idea behind the Triarchy Press venture and the launch of its first book.

The book is *The Three Ways of Getting Things Done: Hierarchy, Heterarchy and Responsible Autonomy in Organizations*. I'm its author and it will be published in September. Information on the book appears overleaf.

When I was young I thought hierarchy was the only way to run organizations. Although in those days I'd barely heard of the great sociologist Max Weber, I unknowingly shared his belief that an organization couldn't exist without a hierarchical chain of authority. Now, after over fifty years working in organizations of many different kinds, I've come to realise there are two other, equally important, ways of getting things done and that it's vital for us to understand these other ways. We also need to understand why hierarchy always seems to trump the others.

As well as focussing on innovative thinking about organizations, Triarchy Press is introducing a new style of publishing, made possible by the recent evolution of the Internet and by advances in print technology. Triarchy's first series of five or six short books will be called *Debating Hierarchy in Organizations* and *The Three Ways of*

*Getting Things Done* will be the first book in the series.

I hope readers will find this Newsletter informative and easy to read. We plan to issue Newsletters every six months or so. Please let us have your comments on 'The Three Ways of Getting Things Done' and on Triarchy press in general. You can do this by visiting our web site [www.triarchypress.co.uk](http://www.triarchypress.co.uk), or by e-mailing us on [mail@triarchypress.co.uk](mailto:mail@triarchypress.co.uk).

**Gerard Fairtlough**

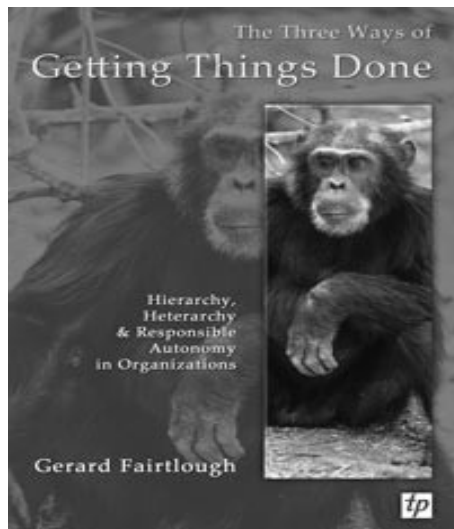
### STREAMLINED PUBLISHING

**Napier Collyns, co-founder of the Global Business Network and an adviser to several publishing houses, has kindly given us the following comment on the plans of Triarchy Press:**

"Triarchy Press is a business founded by Gerard Fairtlough in the belief that many authors and potential authors find conventional publishing pretty frustrating. He thinks the industry is geared to promoting bestsellers, so novel approaches are neglected. Authors need an alternative both to conventional publishing, with its delays and disappointments, and to self-publishing, which is a lot of work if you do it yourself, and costs a lot if you use a self-publishing firm.

Triarchy will offer authors a deal called 'streamlined publishing', that gets their work before the public in a high-quality format. If a particular book takes off, and the first printing sells out, authors will then have the choice of switching to a conventional publisher or staying with Triarchy Press on favourable terms. Triarchy Press is thus a blend of an early-stage publisher and an authors' agent.

Fairtlough is no novice in innovative business. He founded the biotechnology company Celltech, which after nearly 25 years as an independent firm was recently sold to the Belgian group UCB for close to \$2.5 billion. He has also been a non-executive director or 'business angel' for several other early-stage companies. It remains to be seen whether he will succeed as a publisher, where the hard part is picking the right books."



### ***Addicted to hierarchy?***

Two hundred years ago the British aristocracy were accepted as the ruling class in a country where the working man 'knew his place'. A hundred years ago patriarchal domination of the family was considered inevitable. At the time, the thought of change was for many inconceivable; but it happened. Now, men stay at home with the children too and being the boss is no longer considered the birthright of a privileged élite. But there is still one area where traditional hierarchy remains virtually unchallenged as almost the only acceptable power structure: the organization. Former CEO of Shell Chemicals UK and Celltech, Gerard Fairtlough has extensive experience of managing organizations. He is convinced that our addiction to hierarchy is not only bad for us – it is also bad for business. Every year corporations spend millions on change management and consultancy, yet they so easily slip back into dysfunction. Why? As a former captain of industry, and a scientist, Fairtlough believes we are culturally and genetically hardwired to accept hierarchy as a species survival mechanism, we rarely question its existence, never mind its efficacy. We view it as somehow sacred and therefore untouchable. But could it be that this unquestioned dominance, or hegemony, of hierarchy is in fact the very reason why it so often fails us?

### ***Can we kick the habit?***

*The Three Ways of Getting Things Done* challenges organizations to reconsider hierarchy and their dependence on it – whether they are powerful executives at the top of the pyramid – or those at the bottom, who are

equally dependent on their position of *powerlessness*. The book offers a new perspective on the structure and functioning of organizations, from blue-chip corporations to NGOs. It presents a blueprint for not just one, but *three* ways of getting things done: hierarchy, heterarchy and responsible autonomy and argues that if we are to discover its true worth, we need to measure hierarchy against other, viable systems, not just anarchy and chaos.

## **EVENTS**

### ***Vienna Conference***

Rosemary Beckham, Associate Editor of Triarchy Press will attend the *second Global Forum* of the Society for Organizational Learning (SoL) in Vienna on 13-16 September 2005. The design of the Forum uses metaphors of music composition, rehearsal, and performance. Peter Senge, SoL Founding Chair and Arie de Geus, President of SoL-UK, will lead the Forum.

### ***October Book Launch***

Triarchy's first publication, *The Three Ways of Getting Things Done: Hierarchy, Heterarchy and Responsible Autonomy in Organizations* by Gerard Fairtlough will launch at the Waterstone's Economists' Bookshop, at LSE on Tuesday 25 October. This is an invitation only event at which Gerard will give a short talk about the book and host a Q&A session with the audience. If you'd like to attend, please email us on [mail@triarchypress.co.uk](mailto:mail@triarchypress.co.uk) and we will add you to the invitation list.

### ***Oxford Futures Forum***

Gerard Fairtlough will attend the *Oxford Futures Forum* at Templeton College, Oxford on 21-22 October 2005. The organisers are Rafael Ramirez, Oxford University/HEC Paris, Kees van der Heijden, Oxford University and John Selsky, University of Melbourne/University of Massachusetts-Boston. The meeting's title is: '40 Years of Turbulence: What have we learnt?'

For further information or to give feedback and comments go to [TriarchyPress.co.uk](http://TriarchyPress.co.uk) or to our general email: [mail@triarchypress.co.uk](mailto:mail@triarchypress.co.uk)

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