

New Books February 2009

Spotlight presented by Doriot Library



The Red queen among organizations: how competitiveness evolves

By William P. Barnett

Doriot & Tanoto Library
HB238 .B37 2008

William P. Barnett examines the effect-and unforeseen perils-of competing and winning. He takes a fascinating, in-depth look at two of the most competitive industries-computer manufacturing and commercial banking-and derives some startling conclusions. Organizations that survive competition become stronger competitors but only in the market contexts in which they succeed.

Barnett shows how managers may think their experience will help them thrive in new markets and conditions, when in fact the opposite is likely to be the case. He finds that an organization's competitiveness at any given moment hinges on the organization's historical experience. Through Red Queen competition, weaker competitors fail, or they learn and adapt. This in turn heightens the intensity of competition and further strengthens survivors in an ever-evolving dynamic.

Written by a leading organizational theorist, "The Red Queen among Organizations" challenges the prevailing wisdom about competition, revealing it to be a force that can make and break even the most successful organization.

Book review cited from:

<http://press.princeton.edu/titles/8636.html>

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<http://www.insead.edu/library>

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