HEATING SYSTEM STEAMS MUSCOWITES

By Richard C. Peddock

The dirt of heat is priced by its "windows." Moscow — Like St. Basil's, way too cold or too hot.

Residents must endure temperatures at work, and at home that can be

Three N. Velsen

- so many residents will be

- the system was built

- of course, when the

- most of Moscow's electrically

- savings in the temperature

- to pay the continuous cost

- for all of Moscow by a few

- the level of indoor heat is set

- on an individual basis. It did

- cost only a few cents a month.

- and you freeze. "And you freeze,"

- during the Soviet era. Prices

- and every many residents rely;

- heat the systems. Heating

- system, we calculate. No meters

- in time. The system was first built

- for months at a time.

- that the system was built with.

- to measure use.

- the system was built with.

- it would be very difficult

- cost billions. If we could put

- system would cost. In our
city, to give people comfort

- and the change from oil to gas

- and no meters. The system was

- in months. At those 600,000 a month

- apartment is only 57 a month.

- the operation of the Moscow

- Griffith House, run by the

- and the city's hot water.

- of course, when the energy

- and the city's hot water.

- the system's new built.

- for the cooling cost of

- that low Russian heat will.

- that low Russian heat will.

- heat many residents would like to

- of more than 400 degrees Fahrenheit.

- With indoor temperature

- through the system and

- the temperature of the

- virtually unnoticeable. The Moscow

- that pump steam to radiators in

- the Russian, central heating

- the Soviet era. Prices

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The best organization is no organization

By Alan Webber

The title of official organization chart — every company has one, right? And they're allpretty much the same: shaped like a pyramid.

The CEO is at the top, with everybody else in layers down below, a hierarchy of boxes with lines showing who works in which department and who reports to whom.

It's a legacy that dates back nearly a century, with roots that trace to the military. But as companies are becoming more complex, the old organization chart is becoming less useful.

So, what can you do? According to some experts, you can move away from the traditional pyramid structure.

Alan M. Webber (aweber@fastcompany.com) is founding editor of Fast Company magazine and a member of USA TODAY's board of contributors.

National 4-H Council are all looking into changing their organizations to be, well, disorganized.

Are we witnessing the end of the organization chart? When you visit most companies today, if you ask to see their organization chart, you'll still be handed something that looks a lot like the old-style pyramid. But beneath that official-looking chart, if you talk to the people who really know how the work gets done, you'll probably find something that looks a lot like the old pyramid.

“The better the organization is, the less obvious it is.”

— Dee Hock, VISA founder

And there never was a pyramid at VISA, set up nearly 25 years ago by Dee Hock to be a company without any of the ordinary rules of organizations. “The better the organization is, the less obvious it is,” Hock says. “In VISA, we tried to set up an invisible organization and keep it that way.”

VISA is the posterboy of the latest management fad: the best organization is no organization. The way Hock designed VISA, it's almost a biological entity. Like the human brain, it works without a rigid organization chart or hierarchy. Unlike the old pyramid organization, VISA is a con-federation of members that virtually organizes itself. Its organization is so hard to define, it's almost impossible for anyone to answer questions that are easy when you're talking about ordinary businesses. Who runs it? Who owns it? Who makes the decisions, where's the headquarters? It's an unusual way to organize a business, but, says Hock, “In VISA, there is the feeling of being part of the organization of the 21st century.”

Now Hock's mix of chaos and order is finding new converts. A group of fishermen in New England, an association of community colleges, and the National 4-H Council are all looking into changing their organizations to be, well, disorganized.

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THE FORUM

Government's an easy target — deservedly or not

By Alan Ehrenhalt

Five days a week, I ride the postal service to Vice President Al Gore's crusade to make government more efficient and consumer-friendly. We tell pollsters that having the trains run on time is very important to us. But we also cherish our right to complain even when they get it all the time.

As a part-time employee, I get a change every day. Every time I get a change, the mail is delivered on time. They're wrong, of course. I know that, because I'm there all the time. The system doesn't break down every day — nothing close to that. Statistically, there's no way you could encounter a problem on a given day unless you knew in advance when the problems were going to occur.

But after a decade or so of listening to these tantrums, I've reluctantly concluded that the people who throw them are, at some level, enjoying the experience. It makes them feel better. They believe that the purchase of the phone book for $1.25 also buys them the right to have a busy line on the phone when a train is 10 minutes late.

Incidents like this are the

dirty little secret of government performance. Yes, we pay lip service to Vice President Al Gore's crusade to make government more efficient and consumer-friendly. We tell pollsters that having the trains run on time is very important to us. But we also cherish our right to complain even when they get it all the time.

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