

"This book is first rate. Written with grace and wit,
and studded with brilliant insights,
it's a real elaboration and extension of
The Age of Unreason."

Warren Bennis, author of *An Invented Life*

*The Age
of*

PARADOX

CHARLES HANDY

Author of the bestselling book
The Age of Unreason

HARVARD BUSINESS SCHOOL PRESS

Contents

PREFACE

ix

PART 1

In the Dark Wood

Confused by Paradox

- | | | |
|---|--|----|
| 1 | <i>We Are Not Where We Hoped to Be</i> | 1 |
| 2 | <i>The Paradoxes of Our Times</i> | 17 |

PART 2

Finding the Balance

Pathways through Paradox

WORKING WITH THE PARADOXES 45

- | | | |
|---|-------------------------------|----|
| 3 | <i>The Sigmoid Curve</i> | 49 |
| 4 | <i>The Doughnut Principle</i> | 69 |
| 5 | <i>The Chinese Contract</i> | 87 |

PART 3

Practicing the Preaching

Managing Paradox

THE FEDERAL IDEA 109

6 *Twin Citizenship* 115

7 *Subsidiarity* 133

THE MEANING OF BUSINESS 151

8 *The Corporate Contract* 155

9 *The Membership Business* 173

A STATE OF JUSTICE 195

10 *The Intelligence Investment* 199

11 *The New Scorecard* 221

PART 4

The Search for Meaning

Making Sense of Paradox

THE THREE SENSES 245

12 *A Sense of Continuity* 249

13 *A Sense of Connection* 259

14 *A Sense of Direction* 273

A POSTSCRIPT	283
Two Stories	
ACKNOWLEDGMENTS	289
BIBLIOGRAPHY	291
INDEX	295