Why do 70% of organizational changes fail? Why do employees have to endure negative and repeated reorganizations? Higher success rates require a multidisciplinary approach along with a full view of the business ecosystem. When approached this way, success rates jump dramatically! This book builds upon the body of knowledge in organizational design and explores how to approach the design of organizations to drive and sustain business performance improvement. The methods and models put forth, focus on the integration of organizational design with other disciplines that collectively improve the business ecosystem such as: Value Chain, Supply Chain, Value Disciplines, Lean Sigma, Business Process Management, Workforce Automation, Systems Thinking, Organizational Capabilities, Project Management, and Change Management. The business ecosystems viewpoint makes this book applicable and valuable to boards, executive management, organizational design practitioners, and human resources professionals.

Thousands of established businesses fail every year because of the way they are organised, or re-organised. Business survival can depend not only on whether its structures and reporting lines meet the needs of the market, but also whether they can adapt in the face of a rapidly changing business environment. Yet managers seldom talk coherently about structuring or restructuring their operations, let alone take a systematic approach to this vital issue. Too often, companies are restructured for the wrong reasons - for example, because a new CEO wants to make an impact, or to work around a new IT system. This revised and updated Economist Guide shows how leaders should think about and implement the design of a company, using five easy-to-use guiding principles: - Design a company around its strategy and the operating context, not for ulterior or non-business reasons; - Think holistically - don't restructure just one division without taking into account other operations; - Consider future markets, customers and trends, not just what works best now; - Invest time and resources: - a redesign can be complicated to implement and must be done without disrupting daily activities; and - Go back to the basics of how the company operates and its market position; this is not a repair job to fix a short-term problem.

Optimizing Organization Design offers a comprehensive resource and valued guide for anyone interested in improving organization performance. The book presents an approach to optimizing organization design that is based on over 100 large scale projects and 23 research studies that have been completed by Capelle Associates over the past 25 years. In addition, the book includes insightful comments from executives on their success in using this approach. Capelle’s research and client experience reveal that optimizing organization design leads to better financial performance, customer satisfaction and employee engagement. It can provide a competitive advantage and a significant return on investment. It can also become the foundation of both strategy implementation and human resources management. Capelle shows that organization design includes the alignment of a number of critical factors, including positions (vertical and functional); accountabilities and authorities (managerial and cross functional); people; deliverables and tasks. He shows that manager – direct report alignment is the single most important organization design variable. His research also shows that it is suboptimal nearly half the time. This is a horrendous waste of talent and capability, but also provides a significant opportunity for improvement in organization performance. Optimizing Organization Design clearly explains how to implement organization design improvements. This approach includes people change management, project management, and a cascading, iterative approach that is based on teams and involves education, doing real work and
feedback. In addition, Optimizing Organization Design includes special sections on the role of the Board of Directors, project management, process management and compensation. In addition, the author has included four case studies and a useful glossary.

Five practical steps to enhance organization effectiveness on a global scale Bridging Organization Design and Performance is a handbook for leaders looking to enhance the success of their organizations and themselves. Companies that compete globally require organizational operating models as robust as their strategies. Many companies have created elegant designs and consider their worldwide, matrix organizations sources of competitive advantage. However, the reality is that these complex structures bring many challenges and senior executives are often frustrated by the difficulties of delivering growth in organizations that span numerous brands, products, and geographic regions. After working closely with over twenty large US and Europe based global companies during the past decade, Gregory Kesler and Amy Kates concluded that the problem is not in the fundamental design of these operating models. The matrix is not going away. The challenge is to effectively and completely activate the organization to deliver the strategy. This book shares the five practical actions that bring complex organizations to life and help companies gain sustainable results from their global operating models.

The Economist's Best Business Book of the Year, The Modern Firm is written by one of the world's leading economists and experts on business strategy and organization, and provides new insights into the changes going on in business today. World-class experts and seasoned practitioners give deep and holistic insights on agility, preparing executives for leading under uncertainty. Using a mix of design and social science theories and concepts, Rodrigo Magalhães outlines a new human-centric interpretation of design, design principles, and design culture. He puts forward a paradigm which considers the organization, for purposes of its design, as a social actor in a permanent state of transformation.

Using an integrated structure, this work shows how today's managers use controls to drive strategies of profitable growth in rapidly changing markets. It introduces such accounting techniques as profit wheel analysis and strategic profitability analysis.

How is practical change work carried out in modern organizations? And what kind of challenges, tasks and other difficulties are normally encountered as a part of it? In a turbulent and changing world, organizational culture is often seen as central for sustained competitiveness. Organizations are faced with increased demands for change but these are often so challenging that they meet heavy resistance and fizzle out. Changing Organizational Culture encourages the development of a reflexive approach to organizational change, providing insights as to why it may be difficult to maintain momentum in change processes. Based around an illuminating case study of a cultural change programme, the book provides 15 lessons on the entire change journey; from analysis and design, to implementation and how organizational members should approach change projects. This enhanced edition considers the most recent studies on organizational change practice, with new examples from businesses and the public sector, and includes one empirical study which uses the authors’ own framework, enriching their practical recommendations. It also draws on the latest theoretical developments, including ideas of power and storytelling. Accompanying the text is an online pedagogic and research ideas guide available for course instructors and lecturers at Routledge.com. Changing Organizational Culture will be vital reading for students, researchers and practitioners working in organizational studies, change management and HRM.
With the rate of change in organizations at an all-time high, the need for strong organization design has never been more pressing. Organization Design provides a complete road map for the implementation of organization design, covering all areas including downsizing, outsourcing and re-structuring. Full of hints and tips, as well as a practical toolkit to take organization designers from start to finish, Organization Design outlines the basic theory, provides a step-by-step approach to implementing organization design, and provides solutions to the recurring challenges to be met along the way. OD is about delivering results. By following this tried and tested approach, readers will gain the confidence and skills to put great organization design into practice to ensure business success.

The first comprehensive guide to anthropological studies of complex organizations Offers the first comprehensive reference to the anthropological study of complex organizations Details how organizational theory and research in business has adopted anthropology’s key concept of culture, inspiring new insights into organizational dynamics and development Highlights pioneering theoretical perspectives ranging from symbolic and semiotic approaches to neuroscientific frameworks for studying contemporary organizations Addresses the comparative and cross-cultural dimensions of multinational corporations and of non-governmental organizations Working in the globalizing economy Topics covered include organizational dynamics, entrepreneurship, innovation, social networks, cognitive models and team building, organizational dysfunctions, global networked organizations, NGOs, unions, virtual communities, corporate culture and social responsibility Presents a body of work that reflects the breadth and depth of the field of organizational anthropology and makes the case for the importance of the field in the anthropology of the twenty-first century

Organization Design looks at how you need to change the ways your organization does things in order to increase productivity, performance, and profit. Providing the knowledge and method to handle the kind of recurring organizational change that all businesses face, those which do not involve transforming the entire enterprise but which necessitate significant change at the business unit, divisional, functional, facility or local levels. The problem lies in knowing what needs to change and how to change it. Taking the organisation as a designed system, it describes four major elements of organizations: the work - the basic tasks to be done by the organisation and its parts, the people - characteristics of individuals in the organization, formal organization - structures eg the organisation hierarchy, processes, and methods that are formally created to get individuals to perform tasks, informal organization - emerging arrangements including variations to the norm, processes, and relationships, commonly described as the culture or 'the way we do things round here'. The way these four elements relate, combine and interact affects productivity, performance and profit. Most books on this subject target a wide management audience rather than HR, this is specifically written for HR practitioners and line managers working together to achieve the goal. It clarifies why and how organisations need to be in a state of readiness to design or redesign and emphasises that people as well as business processes must be part of design considerations.

This open access book addresses several questions regarding the implementation of human and organisational factors (HOF) so that recent improvements in industrial safety can be built upon. It addresses sources of frustration in senior management with high
expectations of operational recommendations and disquiet on the part of HOF specialists struggling to have an impact on high-level decision making. The brief explores these issues with an emphasis on examples and lessons learned based on the experience of its authors, who come from different academic disciplines and various industrial sectors such as oil and gas, energy and transportation. It then offers some ways forward for a better consideration of HOF in hazardous companies with a view of promoting safety and facing challenges in a rapidly changing world.

Part manifesto, part handbook, THE DESIGNFUL COMPANY provides a lively overview of a growing trend in management—design thinking as a business competence. According to the author, traditional managers have relied on a two-step process to make decisions, which he calls “knowing” and “doing.” Yet in today’s innovation-driven marketplace, managers need to insert a middle step, called “making.” Making is a phase in which assumptions are questioned, futures are imagined, and prototypes are tested, producing a wide range of options that didn’t exist before. The reader is challenged to consider the author’s bold assertion: There can be no real innovation without design. Those who are new to Marty Neumeier’s “whiteboard” series may want to ramp up with the first two books, THE BRAND GAP and ZAG. Both are easy reads. Covered in THE DESIGNFUL COMPANY: - the top 10 “wicked problems” that only design can solve - a new, broader definition of design - why designing trumps deciding in an era of change - how to harness the “organic drivetrain” of value creation - how aesthetics add nuance to managing - 16 levers to transform your company - why you should bring design management inside - how to assemble an innovation metateam - how to recognize and reward talent From the back cover: The complex business problems we face today can’t be solved with the same thinking that created them. Instead, we need to start from a place outside traditional management. Forget total quality. Forget top-down strategy. In an era of fast-moving markets and leap-frogging innovations, we can no longer “decide” the way forward. Today we have to “design” the way forward—or risk ending up in the fossil layers of history. Marty Neumeier, author of THE BRAND GAP and ZAG, presents the new management engine that can transform your company into a powerhouse of nonstop innovation.

Drawing on a range of informative, real-life stories and real-world data, two business consultants explain how to recognize patterns of behavior within an organization the keep a company from achieving the results they want and furnishes effective, practical ideas for promoting success. 60,000 first printing.

The design, construction, operation, and retrofit of buildings is evolving in response to ever-increasing knowledge about the impact of indoor environments on people and the impact of buildings on the environment. Research has shown that the quality of indoor environments can affect the health, safety, and productivity of the people who occupy them. Buildings are also resource intensive, accounting for 40 percent of primary energy use in the United States, 12 percent of water consumption, and 60 percent of all non-industrial waste. The processes for producing electricity at power plants and delivering it for use in buildings account for 40 percent of U.S. greenhouse gas emissions. The U.S. federal government manages approximately 429,000 buildings of many types with a total square footage of 3.34 billion worldwide, of which about 80 percent is owned space. More than 30 individual departments and
agencies are responsible for managing these buildings. The characteristics of each agency's portfolio of facilities are determined by its mission and its programs. In 2010, GSA's Office of Federal High-Performance Green Buildings asked the National Academies to appoint an ad hoc committee of experts to conduct a public workshop and prepare a report that identified strategies and approaches for achieving a range of objectives associated with high-performance green federal buildings. Achieving High-Performance Federal Facilities identifies examples of important initiatives taking place and available resources. The report explores how these examples could be used to help make sustainability the preferred choice at all levels of decision making. Achieving High-Performance Federal Facilities can serve as a valuable guide federal agencies with differing missions, types of facilities, and operating procedures.

Organizational change doesn't have to be so difficult. Leading change expert Jake Jacobs shares eight fail-safe ways to make any change initiative at any organization easier, faster, and more effective. In a recent Fast Company article, nine CEOs said the biggest challenges their companies face are all related to change. Change is a constant need and a constant challenge for every organization—large or small, for-profit, nonprofit, or governmental. Is there a way to make it easier? If you're trying to lift something heavy, it helps to have a lever. In this book, Jake Jacobs provides eight levers that can transform the typical change process into something far smoother and more efficient—he calls the new process Leverage Change. Jacobs offers proven advice and real-life examples that will accelerate every step of the change process, including designing your own customized change process, figuring out where the real energy for change is in your organization, striking the right balance between explicit direction and creative collaboration, making change work as part of people's regular routines, and more. Archimedes said with the right lever, he could move the world—with Jacobs' eight levers, you can change your world.

This book is about strategic performance management for the Twenty-First Century organization. In a practical step-by-step approach it navigates readers through the identification, measurement, and management of the strategic value drivers as enablers of superior performance. Using many real life case examples this book outlines how organizations can visualize their value creation, design relevant and meaningful performance indicators to assess performance, and then use them to extract real management insights and improve everyday strategic decision making as well as organizational learning. A key focus of the book is the important issue of creating value from intangible assets. Much has been written about the importance of intangible assets such as knowledge, skills, relationships, culture, practices, routines, and intellectual property as levers for organisational success. However, little has been published that tells managers how to do that. This book moves beyond just raising awareness and provides practical tools and templates, gathered in many extensive case studies with world-leading organizations. The key issues the book addresses are: • How do we identify
the strategic value drives, especially the intangibles, in our organisations? • How do we understand their strategic value using the powerful mapping tools? • How do we then measure the business performance? • How do we use performance indicators to improve decision making and organisational learning? • How do we align performance reviews and risk management with our strategy? Well grounded in theory and packed with case studies from around the world, this book will function as a guide for managers as well as a reference work for students and researchers. The tools described in this book are not only suitable for leading international corporations, but have been designed to be equally appropriate for not-for-profit organizations, central and local government institutions, small and medium sized businesses, and even departments and business units. The ideas, tools, and templates provided allow managers to apply them straight away and transform the way they manage strategic performance at all levels of their organization.

Offering leaders and senior managers the answers to critical questions on organizational design and management. The book titled "Organizational analytics- A revolution in Organizational success" is all about the contribution of data analytics towards the organization's success in terms of human capital management. No organization can survive without effective Human Capital management. The management should understand that in order to be successful and get a competitive advantage, it should invest in data analytics. Data analytics are required for every sector and now a days it is used more predominantly in Human resource management. Organizational analytics or HR analytics is the process of collecting and analyzing Human Resource (HR) data in order to improve an organization's workforce performance. The process can also be referred to as talent analytics, people analytics, or even workforce analytics. HR analytics is a methodology for creating insights on how investments in human capital assets contribute to the success of four principal outcomes: (a) generating revenue, (b) minimizing expenses, (c) mitigating risks, and (d) executing strategic plans. This is done by applying statistical methods to integrated HR, talent management, financial, and operational data," says Collins in an exclusive discussion with HR Technologist. Companies are now realizing company success is built on people, and HR analytics can light the way from intangible theory-based decisions to real ROI through the following: - Better hiring practices - Decreased retention - Task automation - Process improvement - Improved employee experience - More productive workforce - Improved workforce planning through informed talent development. This book gives the readers a holistic and indebt knowledge regarding the entire concept of HR analytics in the simplest form. This book is divided into 16 modules. The 1st and the 2nd module is all about basics of HRM, Module 3 to module 7- Hands on - HR metrics, Module 8-module module 14- Hands 0n- HR dashboard, module 15- Hands on Tableau and Module 16- gamification. I am sure after reading this book the readers would be masters in data analytics in every sector and would definitely upgrade themselves further.
Levers Of Organization Design

How Managers Use Accountability Systems For Greater Performance And Commitment

Harvard Business Press

Praise for Leading Organization Design "Sheds light on the challenges of organization design in a complex enterprise and more importantly provides an insightful and practical roadmap for business decisions."
—Randy MacDonald, SVP, human resources, IBM "Designing organizations for performance can be a daunting task. Kesler and Kates have done an admirable job distilling the inherent complexity of the design process into manageable parts that can yield tangible results. Leading Organization Design provides an essential hands-on roadmap for any business leader who wants to master this topic."  —Robert Simons, Charles M. Williams Professor of Business Administration, Harvard Business School "Kesler and Kates have encapsulated their wealth of knowledge and practical experience into an updated model on organizational design that will become a new primer on the subject."  —Neville Isdell, retired chairman and CEO, The Coca-Cola Company "In today's world of global business, organizational design is a critical piece of long-term success. Kesler and Kates have captured multiple approaches to optimize global opportunities, while highlighting some of the keys to managing through organizational transition. A great read for today's global business leaders."  —Charles Denson, president, Nike Brand "Leading Organization Design has some unique features that make it valuable. It is one of the few and certainly only recent books to take us through an explicit process to design modern organizations. This is accomplished with the five-milestone process. The process is not a simple cookbook. Indeed, the authors have achieved a balance between process and content. In so doing, Kesler and Kates show us what to do as well as how to do it."  —Jay Galbraith, from the Foreword

To stay ahead of the pack, you must translate your organization's competitive strategy into the day-to-day actions carried out in your company. That means channeling resources into the right efforts, achieving the right balance between innovation and control, and getting everyone pulling in the same direction. How to keep all this on track? Identify critical gaps in your strategy execution processes, focus on the most important choices you must make, and understand what's at stake in each one. In this concise guide, Harvard Business School professor Robert Simons presents the seven key questions you and your team must continually ask, beginning now. These questions—including "Who is our primary customer?" "What critical performance variables are we tracking?" and "What strategic uncertainties are keeping us awake at night?"--force you to reexamine the emerging data and unspoken assumptions underlying your strategy and how it's implemented through your business processes and structures. Simons's extensive examples then help you understand your options and position you to make the tough choices needed to excel at execution. Drawing on decades of research into performance management systems and organization design, Seven Strategy Questions is a no-
nonsense, must-read resource for all leaders in your organization. The design of an organization—the accountability system that defines roles, rights, and responsibilities throughout the firm—has a direct impact on the performance of every employee. Yet, few leaders devote focused attention to how this design is chosen, implemented, and adjusted over time. Robert Simons argues that by viewing design as a powerful and proactive management lever—rather than an inevitable outcome of corporate evolution—leaders can maximize productivity across every level of the organization. Levers of Organization Design presents a new design theory based on four key yet often underrated categories: customer definition, critical performance variables, creative tension, and commitment to mission. Building from these core areas, Simons lays out a step-by-step process leaders can follow to create structures and accountability systems that positively influence how people do their work, where they focus their attention, and how their activities can be aligned to contribute to overall strategic goals. He also introduces four levers of organizational design—unit configuration, diagnostic control systems, interactive networks, and responsibility to others—that leaders can manipulate to improve overall organizational efficiency and effectiveness vastly. For anyone accountable for measuring and managing performance, this book shows how good design can become an organization's roadmap to success. Robert Simons is the Charles M. Williams Professor of Business Administration in the accounting & control area at Harvard Business School.

Designing the Customer-Centric Organization offers today’s business leaders a comprehensive customer-centric organizational model that clearly shows how to put in place an infrastructure that is organized around the demands of the customer. Written by Jay Galbraith (the foremost expert in the field of organizational design), this important book includes a tool that will help determine how customer-centric an organization is—light-level, medium-level, complete-level, or high-level—and it shows how to ascertain the appropriate level for a particular institution. Once the groundwork has been established, the author offers guidance for the process of implementing a customer-centric system throughout an organization. Designing the Customer-Centric Organization includes vital information about structure, management processes, reward and management systems, and people practices.

Darwinian Fitness in the Global Marketplace discusses how global business competition is undergoing a dynamic paradigm shift consistent with the Darwinian theory of evolution. Globalization has allowed free entry and exit for firms in the marketplace that has caused congestion of firms both at vertical (product and services led) and horizontal (geographic) business platforms. Thus, small firms struggle for their existence in the marketplace, whilst firms that demonstrate strength for survival, stay as the fittest among the competing firms. This volume discusses new concepts related to the efficiency and effectiveness of competitive strategies required by firms in order to survive in the global marketplace. The discussions in the book are built around the competitive frameworks based on systems thinking and delineate insights analyzing the extensive survey of literature on the subject. The author provides an in-depth analysis of a broad spectrum of important topics on competitive strategies and tactics for students and working managers.

Total quality management (TQM), reengineering, the workplace of the twenty-first century—the 1990s have brought a sense of urgency to
organizations to change or face stagnation and decline, according to Enhancing Organizational Performance. Organizations are adopting popular management techniques, some scientific, some faddish, often without introducing them properly or adequately measuring the outcome. Enhancing Organizational Performance reviews the most popular current approaches to organizational change—total quality management, reengineering, and downsizing—in terms of how they affect organizations and people, how performance improvements can be measured, and what questions remain to be answered by researchers. The committee explores how theory, doctrine, accepted wisdom, and personal experience have all served as sources for organization design. Alternative organization structures such as teams, specialist networks, associations, and virtual organizations are examined. Enhancing Organizational Performance looks at the influence of the organization’s norms, values, and beliefs—its culture—on people and their performance, identifying cultural "levers" available to organization leaders. And what is leadership? The committee sorts through a wealth of research to identify behaviors and skills related to leadership effectiveness. The volume examines techniques for developing these skills and suggests new competencies that will become required with globalization and other trends. Mergers, networks, alliances, coalitions—organizations are increasingly turning to new intra- and inter-organizational structures. Enhancing Organizational Performance discusses how organizations cooperate to maximize outcomes. The committee explores the changing missions of the U.S. Army as a case study that has relevance to any organization. Noting that a musical greeting card contains more computing power than existed in the entire world before 1950, the committee addresses the impact of new technologies on performance. With examples, insights, and practical criteria, Enhancing Organizational Performance clarifies the nature of organizations and the prospects for performance improvement. This book will be important to corporate leaders, executives, and managers; faculty and students in organizational performance and the social sciences; business journalists; researchers; and interested individuals. Based on a ten-year examination of control systems in over 50 U.S. businesses, this book broadens the definition of control and establishes a critical bridge between the disciplines of strategy and accounting and control. In addition to the more traditional diagnostic control systems, Simons identifies three new control systems that allow strategic change: belief systems that communicate core values and provide inspiration and direction, boundary systems that frame the strategic domain and define the limits of freedom, and interactive systems that provide flexibility in adapting to competitive environments and encourage organizational learning. These four control systems, according to Simons, will provide managers with the basic levers for pursuing strategic objectives.

Which business structures are best suited to the unpredictable 21st century? How can a company, division, or department reconfigure itself with minimum disruption and maximum impact? Every executive grapples with problems of restructuring—and most need hands-on guidance to solve them. This eye-opening book shows business leaders at all levels how to examine their choices by leading them systematically through these fundamental questions: * Should we restructure to meet our strategic goals? * What are the best structural options to achieve our success? * What lateral processes are necessary to support the new structure? * How do we staff the restructured organization to optimize results? Based on Galbraith’s world-renowned approach, this guide includes examples and worksheets that pilot readers through the essential steps of organizational design.

A practical approach to business transformation Fit for Growth is a unique approach to business transformation that explicitly connects growth strategy with cost management and organization restructuring. Drawing on 70-plus years of strategy consulting experience and in-depth research, the experts at PwC’s Strategy& lay out a winning framework that helps CEOs and senior executives transform their organizations for sustainable, profitable growth. This approach gives structure to strategy while promoting lasting change. Examples from
Strategy&’s hundreds of clients illustrate successful transformation on the ground, and illuminate how senior and middle managers are able to take ownership and even thrive during difficult periods of transition. Throughout the Fit for Growth process, the focus is on maintaining consistent high-value performance while enabling fundamental change. Strategy& has helped major clients around the globe achieve significant and sustained results with its research-backed approach to restructuring and cost reduction. This book provides practical guidance for leveraging that expertise to make the choices that allow companies to: Achieve growth while reducing costs Manage transformation and transition productively Create lasting competitive advantage Deliver reliable, high-value performance Sustainable success is founded on efficiency and high performance. Companies are always looking to do more with less, but their efforts often work against them in the long run. Total business transformation requires total buy-in, and it entails a series of decisions that must not be made lightly. The Fit for Growth approach provides a clear strategy and practical framework for growth-oriented change, with expert guidance on getting it right. *Fit for Growth is a registered service mark of PwC Strategy& Inc. in the United States

Completely revised, this new edition of the classic book offers contributions from experts in the field (Warner Burke, David Campbell, Chris Worley, David Jamieson, Kim Cameron, Michael Beer, Edgar Schein, Gibb Dyer, and Margaret Wheatley) and provides a road map through each episode of change facilitation. This updated edition features new chapters on positive change, leadership transformation, sustainability, and globalization. In addition, it includes exhibits, activities, instruments, and case studies, supplemental materials on accompanying Website. This resource is written for OD practitioners, consultants, and scholars.

A clear, immediately useful presentation of the radical changes that organizations must accomplish if they are to succeed in transforming themselves into world-class 21st-century competitors.

This upper-level textbook provides a practical guide to the field of organization design, grounded in academic literature. It is set apart from other books on the topic by its commitment to be relevant to Masters students, as well as practitioners looking for evidence-based guidance. The book provides a solid theoretical background for students, defining what organization design is, exploring the history of the field, and describing established frameworks and theories. It then investigates why organizations may seek to embark on a re-design, and what a well-designed organization looks like, referencing case studies and the authors own research. From there, it takes students through how organization design occurs, examining various models for intervention, the core steps in designing an organization, and what challenges a practitioner may face, all illustrated by stories from the field. This book includes a wide range of didactic elements for students, including learning objectives, case study examples, review questions, and further reading. It examines the impact of new ways of organizing, and draws on the authors years of experience as a consultant to ensure that academic theory is seamlessly melded with practical application. .

Performance management is key to the ongoing success of any organisation, allowing it to meet its strategic objectives by designing and implementing management control systems. This book goes beyond the usual discussion of performance management in accounting and finance, to consider strategic management, human behaviour and
performance management in different countries and contexts. With a global mix of world-renowned researchers, this book systematically covers the what, the who, the where and the why of performance management and control (PMC) systems. A comprehensive, state-of-the-art collection edited by a leading expert in the field, this book is a vital resource for all scholars, students and researchers with an interest in business, management and accounting.

Organization structures do not fail, says Jay Galbraith, but management fails at implementing them correctly. This is why, he explains, the idea that the matrix does not work still exists today, even among people who should know better. But the matrix has become a necessary form of organization in today's business environment. Companies now know that if they have multiple product lines, do business in multiple countries, and serve many customer segments through a variety of channels, there is no way they can avoid some kind of a matrix structure and the question most are asking is "How do we learn how to operate the matrix effectively?" In Designing Matrix Organizations That Actually Work, Galbraith answers this and other questions as he shows how to make a matrix work effectively.

People-centric leadership is essential to succeed in the new dynamic business context. This book offers four agile levers for leaders to unlock the full potential of people and turn valuable business opportunities into value for society. The challenge for leaders is to balance the tensions between the changing business context and the needs of people to apply their potential. To unlock the full talent of people and succeed in a dynamic context, people need a work environment which differs from traditional organizations. It’s an organization with tools, capabilities and a culture designed for people. It caters to the individual. Organizations that want to deliver superior outcomes in a dynamic environment require agility – agile tools, agile capabilities – and a culture with a shared mindset that enables people to serve customers.

Designing Your Organization is a hands-on guide that provides managers with a set of practical tools to use when making organization design decisions. Based on Jay Galbraith’s widely used Star Model, the book covers the fundamentals of organization design and offers frameworks and tools to help leaders execute their strategy. The authors address the five specific design challenges that confront most of today’s organizations: · Designing around the customer · Organizing across borders · Making a matrix work · Solving the centralization—and decentralization dilemma · Organizing for innovation

New tools for managing complexity Does your organization manage complexity by making things more complicated? If so, you are not alone. According to The Boston Consulting Group’s fascinating Complexity Index, business complexity has increased sixfold during the past sixty years. And, all the while, organizational complicatedness—that is, the number of structures, processes, committees, decision-making forums, and systems—has increased by a whopping factor of thirty-five. In their attempt to respond to the increasingly complex performance requirements they face, company leaders have
created an organizational labyrinth that makes it more and more difficult to improve productivity and to pursue innovation. It also disengages and demotivates the workforce. Clearly it’s time for leaders to stop trying to manage complexity with their traditional tools and instead better leverage employees' intelligence. This book shows you how and explains the implications for designing and leading organizations. The way to manage complexity, the authors argue, is neither with the hard solutions of another era nor with the soft solutions—such as team building and feel-good “people initiatives”—that often follow in their wake. Based on social sciences (notably economics, game theory, and organizational sociology) and The Boston Consulting Group’s work with more than five hundred companies in more than forty countries and in various industries, authors Yves Morieux and Peter Tollman recommend six simple rules to manage complexity without getting complicated. Showing why the rules work and how to put them into practice, Morieux and Tollman give managers a much-needed tool to reinvigorate people in the face of seemingly endless complexity. Included are detailed examples from companies that have achieved a multiplicative effect on performance by using them. It’s time to manage complexity better. Employ these six simple rules to foster autonomy and cooperation and to effectively handle business complexity. As a result, you will improve productivity, innovate more, reengage your workforce, and seize opportunities to create competitive advantage.