



Designing Effective Organizations

*How to Create
Structured Networks*

**Michael Goold
Andrew Campbell**

Designing Effective Organizations How To Create Structured Networks

**Mike Pedler, John Burgoyne, Tom
Boydell**



Designing Effective Organizations How To Create Structured Networks:

Designing Effective Organizations Michael Goold, Andrew Campbell, 2002-06-03 Goold and Campbell leading thinkers on corporate level strategy have turned their attention to corporate level organization design They bring a rigor to this topic that will help managers wrestling with multiple reporting dimensions decentralization and cross unit co ordination Professor Gary Hamel London Business School Author of Competing for the Future and Leading the Revolution Campbell and Goold are renowned for discovering entirely new and useful dimensions to seemingly familiar business issues This book is another shining example It allows executives to replace politics and personality as the rationales for an organizational design with clear effective logic and experience Thomas H Davenport Director Accenture Institute for Strategic Change Author of Process Innovation and Working Knowledge A must read for managers and consultants Redesigning the organization is the most powerful and fastest means for aligning decisions and behavior with strategic objectives Goold and Campbell provide the best and most comprehensive framework for developing and testing the validity of an organizational structure I have seen in recent years Based on years of research and experience they offer clear principles and a process to guide managers in the many design decisions and trade offs involved in developing a more effective organization Professor Michael Beer Harvard Business School Author of The Critical Path to Corporate Renewal Books on organization design tend to fall into one of two categories those that provide interesting concepts but not help on how to implement them and those that are full of check lists on implementation based on sterile and over simplified ideas Michael Goold and Andrew Campbell have written perhaps the finest example of an exception I have ever seen a very practical book with detailed guidelines on implementation yet based on a rich and sophisticated understanding of the real challenges of organization design It will be of immense use to all careful readers Professor Sumantra Ghoshal London Business School Author of The Individualized Corporation and Managing Across Borders As companies search for all sources of competitive advantage many are discovering that the ability to organize and execute complex strategies is an important one Campbell and Goold have again provided us with a good process through which leaders can give organizing its deserved focus Professor Jay Galbraith author of Designing the Global Corporation Campbell and Goold bring much needed clarity and precision to the language of organizational design and show how this can help managers avoid the misunderstandings and differing interpretations that frequently undermine new organization structures Paul Coombes Director Organization Practice Area McKinsey Company Organization change is close to the top of many companies agendas Goold and Campbell s book equips you with ideas and frameworks to take on the journey The real world examples help make it both pragmatic and readable Steve Russell Chief Executive The Boots Company plc An impressive work The taxonomy of organizational units and organigram symbols will be especially useful to managers working on structures Philip Sadler Patron The Centre for Tomorrow s Company Author of The Seamless Organization Incredibly relevant in helping to pull together a complicated structure based around the dimensions of channels

products customers and geography immensely clear and valuable David Roberts Chief Executive Personal Financial Services Barclays plc A welcome breakthrough in designing more effective corporate organization structures The nine design tests of Goold and Campbell are a valuable addition to an otherwise sparse toolkit Jim Haymaker Vice President Strategy Business Development Cargill Inc

Strategic Management Philip Sadler, 2003 A study of the fundamental concepts frameworks and ideas of strategic management This second edition of Strategic Management MBA Masterclass has been updated and expanded to cover areas such as mergers and acquisitions corporate parenting defining business purpose and contrasting schools of thought

Optimizing Organization Design Ronald G. Capelle, 2013-10-29 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

Managing People and Organizations in Changing Contexts Graeme Martin, 2016-03-31 Managing People and Organizations in Changing Contexts addresses the contemporary problems faced by managers in dealing with people organizations and change in a theoretically informed and practical way This textbook approaches people management from the perspective of practising and aspiring managers making it a valuable alternative to existing texts on organizational behaviour and human resource management This new edition considers new emerging organizational forms such as e lancing and recent management concerns such as employee engagement de professionalization and the growing challenges of social media Built around a chapter framework that connects different themes to managerial action and practices this textbook covers a wide range of topics including managing at the individual group and organizational levels

change management managing creativity and innovation and corporate governance and corporate social responsibility There is an increased international flavour reflected in the range of contemporary case studies and literature used throughout which explore business and management problems in the private and public sectors This text will be relevant to practising and aspiring managers studying people management organizational behaviour and change management **High**

Commitment High Performance Michael Beer, 2009-07-17 How to create the high performance high commitment organization Integrating knowledge from strategic management performance management and organization design strategic human resource expert and Harvard Business School Professor Michael Beer outlines what the high commitment high performance organization looks like and provides practitioners with the transformation process to help them get there Starting with leaders who have the right values Beer shows how to weave together a complete system that includes top to bottom communication organization design HR policies and leadership transformation process and outlines what practitioners must do in HR structure systems goals culture and strategy to create high performance organizations

Organization Development for Facility Managers Stormy Friday, 2003 Organization development is not just a murky high end concept for staff in human resources In reality it is a set of powerful tools for building and strengthening any department including facilities management What is more there are certain characteristics that are common to successful and effective FM organizations Now the well known consultant Stormy Friday has devised an original easy to follow blueprint for applying the best ideas in organization development OD specifically to the FM arena Put it to use and you will increase your department's performance morale and sustainability while equipping you and your staff with the skills and knowledge to make FM a strategic player in fulfilling your company's long term goals This clearly written book is organized around seven crucial DNA links or building blocks for designing and developing a high performance department Within each link the author outlines a set of OD skills for you to develop and apply as well as practical tools and techniques and revealing case studies of OD at work in an FM environment Dow Corning Corporation Adaptec Applied Physics Laboratory and more The DNA links are 1 Leadership FM managers often overlook the impact of their leadership on an FM organization This book helps you focus on the skills you need to create a fully engaged workforce where risk taking innovation and strategic thinking are everyday occurrences 2 Individuals Without people you don't have an FM department and you need to know how individuals think what motivates them and how to use that knowledge to positively influence their behavior You will find valuable insights into what makes people tick inside 3 Groups How do you distribute work to individuals or groups This book shows you how to make the best decision based on an informed understanding of individual versus group behavior and whether or not group process will effectively accomplish your organization's goals 4 Culture Corporate culture profoundly influences the development of an FM department and is typically the cement that holds the enterprise together Learn about the components of culture and how to conscientiously change that culture to build a stronger department 5 Visioning and Strategic Planning

Most FM departments are too focused on their hectic day to day activities to engage in visioning and strategic planning But stepping back and devising a practical FM action plan will actually reduce the daily frenzy Find out how to do it inside 6

Structure Organization structure is a critical DNA linkage Figuring out the best possible structure for your department is a difficult but essential skill To simplify the task the author supplies step by step guidelines for choosing the most appropriate structure and the right mix of staff and skills 7 Future FM organizations need to pay close attention to business trends and activities that could impact their company and department in the future Learn about the skills necessary to predict changes and challenges that might soon affect your profession Filled with how to instructions up to the minute research and a broad historical perspective Organization Development for Facility Managers is an important contribution to the field and an essential guide for FM professionals **Harvard Business Review**, 2002 Long Range Planning Society for Long Range Planning, Making Monitoring and Evaluation Systems Work Marelize Görgens-Albino, Jody Zall Kusek, 2009 A handbook for program managers and M E technical staff to build sustainable monitoring and evaluation systems that supports good decision making **A Manager's Guide to Leadership** Mike Pedler, John Burgoyne, Tom Boydell, 2004 A practical self development guide that will help new and experienced managers meet key leadership tasks and challenges cover **Stanford Business**, 2002 **Business Research Yearbook**, 2008 The British National Bibliography Arthur James Wells, 2002 Great Powers and Violent Non-state Actors Olga Bogatyrenko, 2007 **QFinance**, 2009-10-13 Compiled by more than 300 of the world's leading professionals visionaries writers and educators this is THE first stop reference resource and knowledge base for finance QFINANCE covers an extensive range of finance topics with unique insight authoritative information practical guidance and thought provoking wisdom Unmatched for in depth content QFINANCE contains more than 2 million words of text data analysis critical summaries and bonus online content Created by Bloomsbury Publishing in association with the Qatar Financial Centre QFC Authority QFINANCE is the expert reference resource for finance professionals academics students journalists and writers QFINANCE The Ultimate Resource Special Features Best Practice and Viewpoint Essays Finance leaders experts and educators address how to resolve the most crucial issues and challenges facing business today Finance Checklists Step by step guides offer problem solving solutions including hedging interest rate risk governance practices project appraisal estimating enterprise value and managing credit ratings Calculations and Ratios Essential mathematical tools include how to calculate return on investment return on shareholders equity working capital productivity EVA risk adjusted rate of return CAPM etc Finance Thinkers and Leaders Illuminating biographies of 50 of the leading figures in modern finance including Joseph De La Vega Louis Bachelier Franco Modigliani Paul Samuelson and Myron Scholes Finance Library digests Summaries of more than 130 key works ranging from Against the Gods to Portfolio Theory Capital Markets and The Great Crash Country and Sector Profiles In depth analysis of 102 countries and 26 sectors providing essential primary research resource for direct or indirect investment Finance Information Sources A select list of

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