

Creating Strategic Change

DESIGNING THE FLEXIBLE,
HIGH-PERFORMING
ORGANIZATION

William A. Pasmore

Creating Strategic Change Designing The Flexible High Performing Organization

William A. Pasmore



Creating Strategic Change Designing The Flexible High Performing Organization:

Creating Strategic Change William A. Pasmore, 1994-05-17 Pasmore has brought over 20 years worth of expertise to this conceptually sophisticated yet practical guide concerned with organization design and change. Concentrates on implementation and how organizational planning and transformation efforts can improve performance productivity. Features extensive cases and examples developed by the author from his consulting work at enterprises like Procter Gamble, TRW, Goodyear, General Foods and other companies.

Building the Flexible Firm Henk W. Volberda, 1999-01-14 How do firms cope with changing environments? Is flexibility really the solution? How can we measure a firm's flexibility? Can a more flexible firm be created? Based on an Igor Ansoff Award winning study and now available for the first time in paperback. Henk Volberda's *Building the Flexible Firm* shows how flexibility has become the new strategic challenge for contemporary firms. Although traditional organizational forms have worked well in the relatively stable environments of the past, the globalization of markets, rapid technological change, shortening product life cycles and increasing aggressiveness of competitors have radically altered the ground rules for competing in the 1990s and beyond. Increased competition forces firms to move more quickly and boldly than before and to experiment in ways that do not conform to traditional administrative theory. This book offers a wealth of insights into the way firms can increase their flexibility. It is based on extensive interviews with practitioners and supported by many longitudinal case studies on flexibility improvement within large corporations. The author provides a strategic framework which explains what types of flexibility are effective under different organizational conditions and environmental characteristics. He also demonstrates an integrated method for diagnosing a firm's flexibility and for guiding the transition to greater flexibility and responsiveness.

High-performance Work Organizations Bradley Lane Kirkman, Kevin B. Lowe, Dianne P. Young, 1999 Organizations often channel workflow around key business processes in order to enhance their productivity. Those that succeed are referred to as high performance work organizations (HIPOs). Yet little is known about the systems that drive high performance or even what defines a HIPO. This book for both practicing managers and scholars addresses that knowledge gap. It provides the field's and the authors' definitions of HIPOs and it contains 168 annotations of recent and informative journal articles, books and book chapters by those who have studied and worked with such organizations.

Learning by Design A. B. (Rami) Shani, Peter Docherty, 2009-02-09 This book advances a design based approach for the investigation and creation of sustainable organizations. The learning by design framework is utilized to examine learning in six successful companies in different industries and national settings and provides a roadmap for improving systematic learning in organizations. Investigates learning by design in successful companies. Focuses on the choices organizations make about the design of learning mechanisms. Built around six detailed case studies taken from different industries and national settings. Provides a framework for improving the conditions for systematic and sustainable learning in organizations. Offers a clear process model for action and change.

Systemic Flexibility and Business Agility

Sushil, Gerhard Chroust, 2014-12-16 This book provides a conceptual framework for systemic flexibility and business agility drawing on a basis of research case applications in various types of flexibility and agility in business The selected papers address a variety of issues concerning the theme of systemic flexibility and business agility and are organized into following five parts i Systemic and Strategic Flexibility ii Information and Business Agility iii Flexibility Innovation and Business Excellence iv Flexibility in Value and Supply Chains and v Financial Flexibility and Mergers Acquisitions Flexibility and agility in business are emerging as key dimensions of business excellence that encompass the requirements of both choice and speed The two concepts flexibility and agility have been used in multiple ways and often interchangeably both in literature and in practice The growing need for flexibility agility in business can be seen from reactive as well as proactive perspectives A business enterprise is expected to possess reactive flexibility agility as adaptability and responsiveness in order to cope with the changing and uncertain business environment It may also endeavor to intentionally generate flexibility agility as a strategic change in a variety of ways such as leadership change reengineering innovation in products and processes use of information and communication technology and learning orientation **Strategic Renewal** Aybars

Tuncdogan, Adam Lindgreen, Henk Volberda, Frans van den Bosch, 2019-03-15 Strategic Renewal is an original research anthology offering insight into a subject area which although critical for the sustained success of organizations has received relatively little attention as distinct from the more general phenomenon of strategic change Firstly by providing a summary of the literature this research anthology helps graduate students and new researchers grasp the current state of affairs in the field Secondly this research anthology will help update the knowledge base of the existing researchers in the field By bringing together various studies the research anthology determines the core concepts of the field and elucidates the key gaps and future research areas Through contributions building on the knowledge bases of other disciplines this research anthology develops an interdisciplinary research agenda giving the reader an in depth understanding of the mediating moderating and antecedent variables concerning strategic renewal Strategic Renewal aims to provide a state of understanding to the subject as well as a clear picture of the cross disciplinary landscape that informs the subject Thus this research anthology is essential reading for managers consultants and other practitioners as well as students and scholars of business Organizing for Quality Paul Bate, Peter Mendel, Glenn Robert, 2008 This challenging and highly practical book

draws on the findings from an international study designed to help practitioners and researchers understand the factors and processes that enable healthcare organisations in the United States and Europe to achieve and sustain high quality services for their users The in depth case studies from seven leading hospitals give an international evidence based outlook that focuses on both the organisational and cultural processes of quality improvement Implication for research and practice are considered and a checklist of possible challenges has been drawn up to help identify any gaps in initiatives Healthcare policy makers and shapers including hospital chief executives and NHS directors will find this book enlightening as will healthcare

quality improvement and service development researchers and professionals Clinicians with an interest in quality improvement will also find much of interest Harvard Business School Core Collection Baker Library,1999 Creating Tomorrow's Organization David W. Birchall,Laurence Lyons,1995 Looking beyond the horizon this book presents a blueprint for putting the latest flexible working practices and new communications technology to work to radically improve business

Performance Improvement Interventions Peter John Dean,David E. Ripley,1998 *A Case Study of an Organization's Systems Change Efforts in Creating and Implementing Inclusive Recreation Services* Maurice Kendall Fahnestock,1997 Harvard Business School Core Collection 1995 Baker Library,1995 **Towards Flexible**

Organisations Sweden. Närings- och teknikutvecklingsverket,1996 *Reinventing the Business* Roy L. Harmon,1996 The visionary reinventor of the factory and the warehouse now constructs a precise step by step model for transforming the entire company Roy Harmon addresses a broad range of business operations and the application of computer technology to new business processes explaining complex ideas in clear nontechnical language 150 line drawings **A Primer on**

Organizational Behavior James L. Bowditch,Anthony F. Buono,2004-05-21 This book introduces the reader to terms and concepts that are necessary to understand organization behavior and their application to modern organizations This edition features new material on emotional intelligence knowledge management group dynamics virtual teams organizational change and organizational structure Transformations in Managing Organisations in Central and Eastern European Countries

,1996 *Behavior in Organizations* Abraham B. Shani,James Brownlee Lau,1996 Research in Organizational Change and Development William A. Pasmore,Richard W. Woodman,Abraham B. (Rami) Shani,2010-06-14 Contains nine papers that address the challenges in organizational change report the results of change related research and advocate methodological advances in the field **Quality Team Learning for Schools** James E. Abbott,1998 Abbott draws on his personal

experiences as a school principal struggling to attain quality reform and he contends that team learning bringing all schoolpeople like teachers administrators and parents together is relevant Team learning demands that each person participate through building on the learning of others processing knowledge self discovery and personal reflection He also view the dynamic human side of learning as crucial and he says that schoolpeople ought to have ownership of the school

Creative Approaches to Problem Solving Scott G. Isaksen,K. Brian Dorval,Donald J. Treffinger,2000

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