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Reinventing the Organization Up the Organization The Strategy-Focused Organization Making Sense of the Organization, Volume 2 Up the Organization Integrating the Individual and the Organization Transforming the Organization The Organization of Higher Education The Inquiring Organization Further Up the Organization The Organization Man Resizing the Organization Trust and the Health of Organizations Organization Design The Modern Organization - Their differences, their development and their management Corporate and Organizational Identities Unblocking Your Organization The Possibilities Organization The Information Processing Theory of Organization The Organization Man The Employee-Organization Relationship The Agile Organization The Human Side of Organizations The Focused Organization The Vital Organization Organization Development Administrative Organization Management Consulting in the Era of the Digital Organization Contemporary Theory and Practice of Organizations, Part I Stanford's Organization Theory Renaissance, 1970-2000 Enhancing Organizational Performance The Organizational Life Cycle Handbook of Organizational Routines Change Management in Nonprofit Organizations Transforming the Organization The Organization of the Expert Society Handbook for Strategic HR Managing Change in Organizations Documenting the Organization in Film and Videotape 50 Activities for Promoting Ethics Within the Organization

Reinventing the Organization 2019-09-24 your company isn t fast enough here s how to change that the traditional hierarchical organization is dead but what replaces it numerous new models the agile organization the networked organization and holacracy to name a few have emerged but leaders need to know what really works how do you build an organization that is responsive to fast changing markets what kind of organization delivers both speed and scale and how do you lead it arthur yeung and dave ulrich provide leaders with a much needed blueprint for reinventing the organization based on their in depth research at leading chinese us and european firms such as alibaba amazon didi facebook google huawei supercell and tencent and drawing from their synthesis of the latest organization research and practice yeung and ulrich explain how to build a new kind of organization a market oriented ecosystem that responds to changing market opportunities with speed and scale while other books address individual pieces of the puzzle reinventing the organization offers a practical integrated six step framework and looks at all the decisions leaders need to make choosing the right strategies capabilities structure culture management tools and leadership to deliver radically greater value in fast moving markets for any leader eager to build a stronger more responsive organization and for all those in hr organizational development and consulting who will shape and deliver it this book provides a much needed roadmap for reinvention

Up the Organization 1978 the creators of the revolutionary performance management tool called the balanced scorecard introduce a new approach that makes strategy a continuous process owned not just by top management but by everyone in the strategy focused organization robert kaplan and david norton share the results of ten years of learning and research into more than 200 companies that have implemented the balanced scorecard drawing from more than twenty in depth case studies including mobil cigna and at t canada kaplan and norton illustrate how balanced scorecard adopters have taken their groundbreaking tool to the next level these organizations have used the scorecard to create an entirely new performance management framework that puts strategy at the center of key management processes and systems kaplan and norton articulate the five key principles required for building strategy focused organizations 1 translate the strategy into operational terms 2 align the organization to the strategy 3 make strategy everyone s everyday job 4 make strategy a continual process and 5 mobilize change through strong effective leadership the authors provide a detailed account of how a range of organizations in the private public and nonprofit sectors have deployed these principles to achieve breakthrough sustainable performance improvements

The Strategy-Focused Organization 2000-09-13 making sense of the organization elaborates on the influential idea that organizations are interpretation systems that scan interpret and learn these selected essays represent a new approach to the way managers learn and act in response to their environment and the way organizational change evolves readers of this volume will find a wealth of examples and insights which go well beyond thinking and cognition to explain action the author s ideas are at the forefront of our thinking on leadership teams and the management of change this book engages the puzzle of impermanence in organizing through rich examples evocative language artful literature citing and imaginative connecting weick re introduces core ideas and themes around attending interpreting acting and learning to unlock new insights about impermanent organizing the wisdom in this book is timeless and timely it prods scholars and managers of organizations to complicate their views of organizing in ways that enrich thought and action jane e dutton robert l kahn distinguished university professor university of michigan

Making Sense of the Organization, Volume 2 2012-01-19 robert townsend is the man who took the tiny unknown avis rent a car corporation and made it into the nation s best known no 2 what he has to say comes from his avis years his american express years his wall street years and his just plain gutsy iconoclastic business genius years from book jacket

Up the Organization 1970 the emphasis on organizational change in the corporate life of recent years including job redesign autonomous groups high performance work systems and the redesign of control systems owes a great deal to the pioneering work of chris argyris this book examines how

individuals in organizations can become more effective in turn making organizations more effective it explores the conventional pyramidal structure of organizations in which there is top down control by managers over workers and examines their negative consequences these include organizational injustice and eventually irrational decision making argyris also discusses the characteristic learning system of the modern organization which he describes as single loop in character this system he argues is only adequeate enough to permit the organization to implement existing policies it does not permit the more difficult and comprehensive task of questioning underlying goals and assumptions which he terms doubt loop learning in this kind of learning the organization is able to confront the more difficult problems that affect organizations in a time of transition in his new introduction argyris reviews the strengths and limitations of the argument advanced in integrating the individual and the organization he describes why the pyramidal structure endures and why creating a self learning organization is an even more challenging task than he has imagined the book will be of interest to professionals with a long standing interest in organizational development as well as those just entering the field managers confronting the challenge of organization change and researchers in organizational behavior and theory

Integrating the Individual and the Organization 1996 in this 1 businessweek bestseller these influential authors reveal their revolutionary prescription for corporate metamorphosis and outline how organizations can tap new sources of business growth via well orchestrated all encompassing change key points are illustrated with anecdotes case histories and summaries francis gouillart and james kelly are management director and senior vice president respectively at gemini consulting the world s third largest management consulting firm 15 illustrations

Transforming the Organization 2012-05 tierney university of southern california and the late j douglas toma university of georgia

The Organization of Higher Education 2015-11-20 organizations behave as knowledge seeking communities when their members share beliefs about cause and effect relationships norms for evaluating information and values that guide the translation of knowledge to practice what are the practices arrangements and mechanisms that make up how an organization knows what it knows what are the underlying values and norms that shape the character and orientation of these methods what can we learn from failures and disasters in organizational learning and how do organizations become susceptible to common learning traps such as the self fulfilling prophecy groupthink group polarization learning myopia and selective information processing in the inquiring organization chun wei choo examines how an organization s knowledge acquisition and information seeking leads to the construction of beliefs and the formation of epistemic practices that can affect its capacity to learn and grow the book explores the epistemology of organizational learning and information seeking how organizations acquire and justify knowledge and how information is sought and shaped to warrant as well as to question beliefs it starts from the premise that organizations are truth seeking they seek beliefs which are well supported by reasoning evidence and experience in order to act more effectively it then makes the case for a normative view of organizational knowledge which identifies the epistemic norms that an organization needs to pursue in order to acquire valid knowledge and true belief the book progressively develops a set of information and epistemic features that are used to describe an inquiring organization an inquiring organization is one that is motivated to acquire knowledge where this motivation for knowledge includes not only the pursuit of truth but also understanding creativity and curiosity it has developed norms and practices of information seeking and knowledge acquisition that are truth conducive granting it reliable success in acquiring knowledge that is advantageous to the organization it sees knowledge as the result of an ongoing process of inquiry in which knowledge is always provisional and always being improved upon where beliefs are linked to experience and the seeking of knowledge is an inclusive collective enterprise

The Inquiring Organization 1988 townsend s freshly irreverent punchy chapters are packed with uncompromising straight talk as they revamp tired thinking on such daily business concerns as corporate image the business lunch how to retire the boss reorganizing small business practices and

company stock

Further Up the Organization 1957 presented by the society for industrial and organizational psychology this much needed resource offers a wealth of theoretical information best business practices and winning techniques for executives who must guide their companies through the often difficult processes of mergers acquisitions downsizings and other transitions written by top experts in the field resizing the organization is a field guide for applying industrial and organizational psychology theories and practices to the management of change strategies

The Organization Man 2003-02-03 leaders are usually held responsible for the trust health and success of an organization but it is the culture of organizations that provides the true foundation for these important factors the leader s personality and skills influence how a trustful environment and working relationship is created but the organization has a culture tradition and experience of its own which influences the leader s success the level of trust in an organization s culture will ultimately determine whether or not it is trustful healthy and successful based on the interview of current and former chief executive officers from profit and non profit organizations to record their experiences in creating trust in their environment and their perceptions of the health of their organizations the collected data reveals the qualities of a trusted leader how they created trust or how trust was destroyed in organizations how leaders worked in distrustful environments how to create a more healthy organization this timely work will be of interest to organizations and occupational sociologists human resource workers social psychologists and students of management courses

Resizing the Organization 2012-12-06 as the purse strings tighten company costs need to be cut without this affecting performance or sales a common solution to this problem is to restructure the organization of the company i e adjust the lines and boxes on the organization chart with the aim of setting it up for high performance this inevitably fails because an organization is a system change one aspect and other facets will also change organization design engaging with change looks at how to re design the organizational system in order to increase productivity performance and value providing the knowledge and methodology to design an agile organization capable of handling the kind of continuous organizational change that all businesses face the book clarifies why and how organizations need to be in a state of readiness to design or redesign and emphasizes that people as well as business processes must be part of design considerations responding to developments across the world since the first edition this book covers among other topics technology changes that have impacted upon organizations increased demands for sustainability and corporate social responsibility the pressure on organizations to be smarter more efficient and more effective whilst the material on this subject targets a wide management audience this book is specifically written for consultants od hr practitioners and line managers working together to achieve the goal of organizational redesign for changing circumstances aided by a range of pedagogical features this book is a must read for students or practitioners involved in the field of organizational design development and change

Trust and the Health of Organizations 2013-12-04 seminar paper from the year 2006 in the subject business economics business management corporate governance grade 1 0 the george washington university dept of organizational sciences course organizational management 34 entries in the bibliography language english abstract transforming a caterpillar into a butterfly ghoshal and bartlett 1997 270 this is the process many organizations have to and are undergoing these days organizations are converting themselves from the traditional hierarchical organization into the contemporary organic learning and individualized corporation kimberly and bouchikhi 1995 9 but 1 what are the attributes of these modern organizations 2 what makes them so different from traditional organizations 3 and how are they managed moreover it comes with a painful impression to realize that the transformation from a caterpillar into butterfly is a struggling process therefore 4 what are the underlying pressures and forces which simultaneously drive but also restrain the transformation into the modern organization ghoshal and bartlett 1997 270 in this matter jack welch is the best example by turning general electric ge into the modern organization par excellence resulting in ge s extraordinary performance and an average annual growth of

the stock rate of 18 1 since 1981 industry average 12 2 lakshman 2005 435 kimberly and bouchikhi 1995 9 16 17 there is no unique recipe to successfully guide this process simply reading and trying to copy 1 1 what jack welch did at ge will not function in any other organization each organization is as unique as its people for these reasons it is important to understand the underlying principles of the modern organization in order to identify the answers to the questions stated above in order to determine organizational effectiveness besanko et al 2004 3 moreover this knowledge offers a powerful source in appropriately leading one s organization to become and to be as agile as a start up while still being able to rely on the potential resources of a large scale caterpillar organization ghoshal and bartlett 1997 264 268 thus the goal of this paper is to create an in depth understanding of the contemporary the modern organization

Organization Design 2006-10-14 using a five facet framework this book furthers understanding about collective identities by bringing together contributions from various management disciplines

The Modern Organization - Their differences, their development and their management 2002-07-18 most work is accomplished through organizations whether industrial commercial public sector or not for profit and within the organizations this book argues it is people who hold the key to success because only people can provide the creative element that drives an enterprise along the authors set out to help to identify and channel the latent strengths in people to the benefit of both the individual concerned and the organizations for which they work they describe 14 blockages that can prevent an organization from reaching its full potential and explain how to overcome each of them

Corporate and Organizational Identities 1990 this book looks at the organization as the source of new capital development contents include the possibilities economics managing marketplace capital development managing organizational capital development managing human capital development managing information capital development managing mechanical capital development the possibilities management this title is from the grounbreaking series by dr robert carkhuff and dr bernard berenson

Unblocking Your Organization 2000 first published in 1998 revised in 2021 this volume develops and tests an information processing model of organization within the context of the accession of a new generation of a production technology the model conceptualizes organizations as systems which accomplish their objectives through the processing of information the book begins with the conceptual basis of the theory developing the fundamental concepts of information information processing and technology the accession of an automatic avionics tester during the 1970s and 1980s is the change in production technology used to test the theory the theory is tested by mapping and analysing performance with a three wave longitudinal field experiment and objective performance measures in the workflow of a very complex system the u s navy s avionics maintenance organization the information processing capacity of the system is shown to be the primary determinant of system performance with or without the use of information technology additional support for the theory comes from newer test and information technologies deployed in the 1980s and 1990s implications of this theory for current generations of test technology are provided in the final chapters along with further development of the theory and its general application to many types of organizations

The Possibilities Organization 2018-11-09 employee organization relationship is an overarching term that describes the relationship between the employee and the organization it encompasses psychological contracts perceived organizational support and the employment relationship remarkable progress has been made in the last 30 years in the study of eor this volume by a stellar list of international contributors offers perspectives on eor that will be of interest to scholars practitioners and graduate students in io psychology business and human resource management

The Information Processing Theory of Organization 1963 in today s volatile and ambiguous world organizations need to have the capacity and flexibility to respond rapidly to changes in their environment both internally and externally the key to retaining this competitive advantage is agility a set of

capabilities that help organizations adapt with the full co operation of their employees packed with helpful checklists tips and advice the agile organization is a practical blueprint to building both agility and resilience at individual team and organizational levels this revised second edition contains a new chapter on the latest approaches to agile organization design in light of digitization and customer centricity as well as new and updated case studies from the university of california berkeley the uk national health service nhs snc lavalin s atkins business and general electric ge it remains the go to guide for hr and od specialists senior leaders and managers who want to help bring about organizational transformation and build a sustainably agile business while enhancing employee engagement and resilience

The Organization Man 2012-03-12 for human relations behavior in organizations organizational behavior courses widely used and respected this text has been adopted by hundreds of colleges in the u s and canada since its first inception the human side of organizations delivers complete up to date practical information on how people behave in organizations how organizations and job design affect behavior at work and how change impacts the business organization this new edition strives to make material more meaningful to readers through new spot check exercises student self assessments personal point exercises and skill building activities that reinforce the material step by step

The Employee-Organization Relationship 2018-06-03 in the focused organization antonio nieto rodriguez shows you how fewer more effectively elected and managed projects are the key to strategic and long term success using his own research and work experience he explains how and why those organizations that focus on just a few key initiatives can perform significantly better than unfocused organizations not only financially but also in achieving their strategic objectives and motivating their staff the author introduces a new way of looking at a company through two very different and often conflicting dimensions running the business and changing the business what you add to one dimension you have to subtract from the other one finding the right balance between these two dimensions represents one of the major challenges to successful strategy execution becoming a focused organization involves a radical change in the way companies are organized and the way they select and manage projects the creation of a new culture the focused organization discusses the characteristics that comprise a focused organization it describes key areas where a focused organization builds its levels of maturity provides examples of focused organizations that outperform the rest and explains in practical steps how all enterprises can become focused the book finishes with a unique and inspiring case study that transports us to the early days of the current business world through the main character benny white we learn how a business was conducted and how management evolved over decades with the introduction of business theories including project management

The Agile Organization 2009 this intensely practical work distills a decade of cutting edge brain science into five revolutionary new rules for management built with compelling business logic these rules provide a framework for creating a vital organization where people are meaningfully engaged in doing the work that matters the vital organization offers just enough background followed by a specific real world examples of putting these principles into action drawing on the authors work with organizations such as fedex microsoft komatsu hsbc the us navy and the un this field guide is an operative manual for managing to create a great organization despite the chaos around us

The Human Side of Organizations 2016-03-16 organization development the process of leading organizational change fourth edition offers a comprehensive look at individual team and organizational change covering classic and contemporary organization development techniques today s practitioners seek a solid foundation that is academically rigorous but also relevant timely practical and grounded in od values and ethics in this bestselling text author donald l anderson provides students with the organization development tools they need to succeed in today s challenging environment of increased globalization rapidly changing technologies economic pressures and evolving workforce expectations

The Focused Organization 2014-11-15 organization in the society the molding of organization in the modern society complexity of organization the

concept of overlays complexity of organization man groups institutions an introduction to formal organization theory authority policy and administration as organization factors the metamorphosis of organization theory organization structure specialization and work division levels of specialization and coordination coordination at the top staff and functional aspects the descentralization pattern formalization organization planning modifying systems the culture status communication power abd politics the structuring of power leadership two modern models of organization the fusion process the decision what do we want in the modern organization organization as a social issue the organization of the future

The Vital Organization 2016-10-20 the 4th industrial revolution is well underway our lives are changing at an exponential rate resulting in a multi faceted deeply interconnected world the digital revolution is integrating multiple technologies which is leading to unprecedented paradigm shifts in the economy management and society entire systems across countries industries and societies are being transformed triggering a transformation that is unlike anything humankind has ever experienced given the confluence of dramatic changes in organizational life triggering emerging technology breakthroughs such as robotics the internet of things biotechnology materials science data science and big data and quantum computing this volume of the research in management consulting series explores how the research and practice of management consulting is unfolding in a new era of profound shifts in the way researchers and consultants sense think and act the authors of this volume bring both to scholars and practitioners the latest discussions of efforts to understand consulting in organizations amplified by the fusion of technologies across physical digital and biological worlds they also bring to light a movement from human supervised artificial intelligence systems to fully autonomous artificial intelligence systems that have the potential to demonstrate intelligence beyond uman capabilities

Organization Development 1960 organizations are the business world s central actors employing multiple people who pursue collective goals while linked to an external environment this volume is the first of two books dedicated to defining current theories of organizations and their practices the text is filled with contributions by alumni of the esb business school at reutlingen university part i discusses contemporary organizational forms and properties including team aspects part ii provides a detailed overview of key themes in modern leadership and coaching as well as organizational intervention

Administrative Organization 2023-07-01 between 1970 and 2000 stanford university enabled and supported an interdisciplinary community of organizations training research and theory building this title summarizes the contributions of the main paradigms that emerged at stanford in those three decades and describes the sociological conditions under which this environment came about

Management Consulting in the Era of the Digital Organization 2016-05-31 total quality management tqm reengineering the workplace of the twenty first centuryâ 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 changeâ total quality management reengineering and downsizingâ 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 beliefsâ its cultureâ 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

coalitionsâ 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

Contemporary Theory and Practice of Organizations, Part I 2010-04-09 a lift alcohol and speed a lethal cocktail which ended with the loss of 3 young people documentary includes harrowing interviews with the 2 survivors and the victims families wrestling with the losses of loved ones the impact the tragedy has on families and friends and how they are coping individually and collectively

Stanford's Organization Theory Renaissance, 1970-2000 1997-04-02 the idea of routines has been one of the most productive in organization studies finally we have a broad deep and authoritative survey of the exciting research it has inspired paul s adler university of southern california us this cutting edge multidisciplinary handbook comprises specially commissioned contributions surveying state of the art research on the concept of organizational routines an authoritative overview of the concept of organizational routines and its contributions to our understanding of organizations is presented to identify those contributions the role of organizational routines in such processes as organizational learning performance feedback and organizational memory is discussed to identify how the concept can contribute to different disciplinary fields the expert authors review applications across a range of fields including political science sociology and accounting two chapters on research methods provide expert advice on the endeavour of experimental studies and empirical field studies of organizational routines overall this handbook contains articles that identify the role of organizational routines in processes underlying the stability and change of organizations show how the concept has been applied in different disciplinary fields and discuss methods for carrying out empirical research using the organizational routines concept because of the importance issues such as the stability and change of organizations have in organization theory and strategy this handbook will appeal to scholars and students in business and management in particular in organization theory organization behaviour and strategic management

Enhancing Organizational Performance 1981 nonprofit organizations are arguably in a perpetual state of change nonprofits must constantly scan analyze and adapt to the implications of the changing needs of clients the community funders and government policy hence the core competencies and capabilities of nonprofits must include how to effectively manage change the knowledge skills and abilities of employees volunteers and managers must include the competencies required to formulate and implement strategies to manage planned and unplanned change this book brings to the forefront the challenges and opportunities of change by combining insights from practice research and theories of change management to examine nonprofits it incorporates interdisciplinary perspectives to examine the dimensions determinants and outcomes of change in nonprofits it offers managers researchers and students case examples on how to develop implement and manage change in the context of nonprofits readers will better understand the dimensions of change that are unique to nonprofits and how these should be integrated into strategy and day to day operations including reflection for both the change agent and the change recipient

The Organizational Life Cycle 2008 the rapidly increasing rate of world change demands not just incremental change that organizations have used in the past but fast radical alterations of their strategy culture structure and processes nothing less than transformation will do says dr oden a complex continuing effort that may be closer to revolution than evolution oden lays it out in his customarily clear programmatic way he covers actions that must precede the initiation of a transformation guidance on how to perform the technical social and behavioral tasks and the actions required to wrap up

and integrate everything into a complete workably transformed organization his book provides a clear goal for the transformation an excellent description of transformational leadership and a simple powerful model of the process the result is essential reading for upper management in private and public sector organizations and for their colleagues in the academic community part i covers the preparatory actions that organizations should take before initiating a transformation without which the effort is doomed to failure says dr oden in part ii he covers the technical or engineering aspects of the transformation first he develops a process map of the organization as the basis for process improvement then he diagnoses the existing and future organization to determine how processes should be improved in part iii he looks at the various organizational change methods that are available conducts a broad design of the total organization and then designs the human resource support processes for the transformed organization finally in part iv dr oden shows how to incorporate the redesigned processes into the existing system the most difficult part of the transformation and ends by showing how better integration can be achieved to provide better overall transformational results

Handbook of Organizational Routines 2019-03-30 it is often claimed that we live in an expert society a society where more and more individuals take expert roles in increasingly narrow fields in contrast to more traditional experts most of these new experts lack generally accepted mechanisms for the certification and legitimation of their expertise this book focuses on these new as well as established experts and the efforts undertaken to secure and legitimate their expertise we view these efforts as organizing attempts and study them on four different levels the society the market the organization and the individual based on empirical studies on these four levels of analysis the organization of the expert society makes the argument that current organizing initiatives in the expert society are based in an objectifying view of expertise that risks concealing and downplaying key aspects of expertise well intended organizing initiatives in the expert society thus run the risk of promoting ignorance rather than securing expertise focusing on a current general and global phenomenon the rise and organization of an expert society the organization of the expert society will be key reading for scholars academics and policy makers in the management fields of organizational theory management consulting organizations society critical management studies as well as the disciplines of sociology political science and social anthropology

Change Management in Nonprofit Organizations 1999-11-30 the role of human resources is no longer limited to hiring managing compensation and ensuring compliance learn the skills hr professionals need to become key partners in leading their organizations

Transforming the Organization 2016-12-01 this book explores a broad range of perspectives on change management encouraging critical reflection and making sense of a complex field of theories the unique approach is based around three key perspectives of change how what and why

The Organization of the Expert Society 2013 annotation this collection of activities employs a variety of training methods including case studies quizzes hand outs buzz groups role plays panels assessments and more to make it easy to address the sometimes intimidating topic of ethics in the workplace

Handbook for Strategic HR 2019-11-04

Managing Change in Organizations 2002

Documenting the Organization in Film and Videotape 2003

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