Levers Of Organization Design How Managers Use Accountability Systems For Greater Performance And Commitment Author Simons Aug 2005

To thrive in today’s rapidly changing, global, dynamic business environment characterized by constant change and disruption, organizations must be able to adapt and innovate to maintain their competitive edge. Organization Design: Creating Strategic & Agile Organizations prepares students to make smart strategic decisions when designing and redesigning organizations. Structured around Galbraith’s Star Model™, the text explores five facets of organization design: strategy, structure, processes, people, and rewards. Author Donald L. Anderson distills contemporary and classic research into practical applications and best practices. Cases, exercises, and a simulation activity provide multiple opportunities for students to practice making design decisions. Includes an innovative organization design simulation activity that puts students in the role of a design practitioner!

The Handbook of Organizational and Managerial Innovation places humans, their acts, practices, processes and fantasies at the core of innovation. Bringing together some of the world’s leading thinkers, academics and professionals, both established and emerging, this multidisciplinary book provides a comprehensive picture of the vibrant and engaging field of organizational and managerial innovation. The contributors present organizational and managerial innovation as a complex concept underpinned by varied ontological and epistemological traditions and disciplines. They reveal that it is something that exists and occurs at multiple levels of analysis, and from multiple zones of experience – the experience of managers, workers, psychologists, philosophers and economists. This innovative and engaging Handbook will be an essential resource for researchers, practitioners and students alike with an interest in the role of innovation in organizations.

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.

Mittels Triangulation qualitativer Fallstudienforschung und quantitativer Netzwerkanalyse untersucht Khaled Bagban effektive Kombinationsmöglichkeiten und Wechselwirkungen unterschiedlicher Steuerungsmechanismen innerhalb eines
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.

ANDY HARGREAVES Department of Teacher Education, Curriculum and Instruction Lynch School of Education, Boston College, MA, U.S.A. ANN LIEBERMAN Carnegie Foundation for the Advancement of Teaching, Stanford, CA, U.S.A. MICHAEL FULLAN Ontario Institute for Studies in Education, University of Toronto, Canada DAVID HOPKINS Department for Education and Skills, London, U.K. This set of four volumes on Educational Change brings together evidence and insights on educational change issues from leading writers and researchers in the field from across the world. Many of these writers, whose chapters have been specially written for these books, have been investigating, helping initiate and implementing educational change, for most or all of their lengthy careers. Others are working on the cutting edge of theory and practice in educational change, taking the field in new or even more challenging directions. And some are more skeptical about the literature of educational change and the assumptions on which it rests. They help us to approach projects of understanding or initiating educational change more deeply, reflectively and realistically. Educational change and reform have rarely had so much prominence within public policy, in so many different places. Educational change is ubiquitous. It figures large in Presidential and Prime Ministerial speeches. It is at or near the top of many National policy agendas. Everywhere, educational change is not only a policy priority but also major public news. Yet action to bring about educational change usually exceeds people’s understanding of how to do so effectively. 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.

A fundamental challenge that management faces in the twenty-first century is how to exercise adequate control, i.e. how to guide and direct the behaviour of their subordinates. With increasing globalisation firms witness a cross-cultural impact too. Of particular interest is the question of whether to use the standardized form of control similar to the home base of firms or whether to adapt their control practices to the local specificities. Given the meagre state of the literature in management control with a cross-cultural emphasis, this study addresses a real world problem, namely the question whether management control practices are configured similarly or differently across cultures. Relying on a generalized industry sample across four countries (Belgium, Canada, Germany and Poland), this study sought to shed light on one of the more intriguing questions – “does culture matter” – for specific control areas, in particular for performance measurement, performance evaluation and reward systems. The theoretical foundations are grounded in the cultural framework of the GLOBE project accompanied by thoughts of new institutionalism, stakeholder theory and contingency thoughts. Hypotheses are tested by mean comparisons (ANOVA, ANCOVA). The empirical findings highlight cultural differences for a broader set of control practices and deliver new insights into the intersection of culture and management control. This dissertation crafts a novel topic with high relevance for both researchers and practitioners. The study demonstrates areas for which management control practices should be adapted to the local needs and areas for which those practices could be harmonized in the whole company. This monograph stresses some areas in which future empirical cross-cultural research can benefit, and some areas where conceptual thoughts could be advanced.

Completely updated to address the challenges faced by modern health care organizations, the sixth edition of SHORTELL AND KALUZNY'S HEALTH CARE MANAGEMENT: ORGANIZATION DESIGN AND BEHAVIOR offers a more global perspective on how the United States and other countries address issues of health and health care. Written by internationally recognized and respected experts in the field, the new edition continues to bring a systemic understanding of organizational principles, practices, and insight to the management of health services organizations. Based on state-of-the-art organizational theory and research, the text emphasizes application and challenges you to provide a solution or a philosophical position. Coverage includes topics ranging from pay for performance and information technology to ethics and medical tourism and expands upon a major theme of the fifth edition: health care leaders must effectively design and manage health care organizations while
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simultaneously influencing and adapting to changes in environmental context. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

Explains and illustrates through case studies the four key sources of competitive advantage and financial success.

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.

Philipp Temmel spezifiziert die Ausprägung der Organisation des Controllings und ihrer Gestaltungsfaktoren, er analysiert unternehmensexterne und -interne Erfolgsdeterminanten und zeigt Nutzungsimpikationen der Organisationsvarianten auf.

The best way to learn how to navigate change successfully is to look at practical examples of change management programmes. Organizational Change Explained shares stories and insights from experienced change practitioners so professionals can reflect on their own work, respond critically to what others have done, and take away new tools and techniques to apply to their own change management practice. The book includes a range of cases from different sectors and countries including GlaxoSmithKline and the NHS to offer insights no matter the scale of the change management programme. Organized around central themes such as shaping and design, change leadership, and communication and engagement, Organizational Change Explained presents each case alongside an introduction, conclusion, list of key learning points, questions for reflection and sources of further reading. The book is invaluable to anyone tasked with leading or managing change within their teams, projects, departments or divisions, whether at local level or across geographic locations, countries and cultures.

Adapting To Environmental Challenges: New Research In Strategy And International Business provides new perspectives to understand strategic adaptation in international business contexts based on corporate responsible behavior and cultural sensitivity as the ingredients for agile operations and a resilient multinational organization.

During the last two decades, there have been many reports about the success and failure of investments in ICT and information systems. Failures in particular have drawn a lot of attention. The outcome of the implementation of information and communication systems has often been disastrous. Recent research does not show that results have improved. This raises the question why so many ICT projects perform so badly. Information, Organization and Information Systems Design: An Integrated Approach to Information Problems aims at discussing measures to improve the results of information systems. Bart Prakken identifies various factors that explain the shortfall of information systems. Subsequently, he provides a profound discussion of the measures that can be taken to remove the causes of failure. When organizations are confronted with information problems, they will almost automatically look for
ICT solutions. However, Prakken argues that more fundamental and often cheaper solutions are in many cases available. When looking for solutions to information problems, the inter-relationship between organization, information and the people within the organization should explicitly be taken into account. The measures that the author proposes are based on organizational redesign, particularly using the sociotechnical approach. In cases where ICT solutions do have to be introduced, Prakken discusses a number of precautionary measures that will help their implementation. The book aims to contribute to the scientific debate on how to solve information problems, and can be used in graduate and postgraduate courses. It is also helpful to managers.

The International Handbook of Educational Change is a state of the art collection of the most important ideas and evidence of educational change. The book brings together some of the most influential thinkers and writers on educational change. It deals with issues like educational innovation, reform, restructuring, culture-building, inspection, school-review, and change management. It asks why some people resist change and what their resistance means. It looks at how men and women, older teachers and younger teachers, experience change differently. It looks at the positive aspects of change but does not hesitate to raise uncomfortable questions about many aspects of educational change either. It looks critically and controversially at the social, economic, cultural and political forces that are driving educational change. School leaders, system administration, teacher leaders, consultants, facilitators, educational researchers, staff developers and change agents of all kinds will find this book an indispensable resource for guiding them to both classic and cutting-edge understandings of educational change, no other work provides as comprehensive coverage of the field of educational change.

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.

Now a classic in its field, the fourth edition of Change Management: A Guide to Effective Implementation continues to offer readers highly practical strategies and step-by-step guidance for applying different models of change in different organizational scenarios. New to the Fourth Edition: A third expert author, Sabina Siebert, bringing a background in sociology and cultural studies An improved structure that consolidates all the existing strengths of the previous editions and separates the book into three parts, beginning with chapters assessing ‘The Impact and Definition of Change’, ‘Implementation and Evaluation of Change’ and ending with a critical outlook in ‘Change Management – A Critical Perspective’ A wealth of new and richly detailed case studies with an international and cross-cultural scope that draw upon different organization types, environments and perspectives for a diverse and global understanding of the current field of change management Two additional chapters on leading change and organisational culture, offering unparalleled coverage of managing systems and processes, combined with increased emphasis on managing human issues. For students taking Change Management courses on Business and Management degrees, MBA’s, specialist masters and healthcare subjects.

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
This text is an unbound, three hole punched version. Access to WileyPLUS sold separately. Economics of Strategy, Binder Ready Version focuses on the key economic concepts students must master in order to develop a sound business strategy. Ideal for undergraduate managerial economics and business strategy courses, Economics of Strategy offers a careful yet accessible translation of advanced economic concepts to practical problems facing business managers. Armed with general principles, today’s students—tomorrows future managers—will be prepared to adjust their firms business strategies to the demands of the ever-changing environment.

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 Afrika und der Mittlere Osten gelten als stark unterschätzte Regionen. Afrika wird mit politischer Instabilität und Armut verbunden, während der Mittlere Osten als eine der größten Konfliktregionen der Welt gilt. Doch diese beiden Märkte einzeln aus dieser Perspektive zu betrachten, ist ein großer Fehler für jegliche Unternehmung. Globale Unternehmen und Investoren können es sich nicht mehr erlauben Afrika und den Mittleren Osten zu ignorieren. Afrika zeichnet sich durch steigende politische Stabilität, stetig besser werdende Geschäftsmöglichkeiten und durch langfristiges und nachhaltiges Wachstum aus. Auch der Mittlere Osten zeigt ein starkes positives Wirtschaftswachstum, ein großes Potenzial für Unternehmen und zeichnet sich durch zunehmende Diversifizierung und Stabilisierung aus. Diese Ausarbeitung beschäftigt sich zunächst mit der klassischen Strategieentwicklung und betrachtet diese kritisch in Bezug auf die beiden Emerging Markets. Afrika und der Mittlere Osten werden auf Chancen
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.

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. 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.


Inwieweit können und sollen Manager Verantwortung tragen? Diese Frage wird in der Öffentlichkeit kontrovers diskutiert. Meist wird gefordert, Manager nur für das verantwortlich zu machen, was sie auch beeinflussen können. Clemens Pelster untersucht die Relevanz dieser als Controllability-Prinzip bezeichneten Forderung für die betriebswirtschaftliche Praxis. Er entwickelt ein Forschungsmodell, das die Modellierung der Prinzipal-Agenten-Theorie um die Elemente Verantwortungsbewusstsein, generelle Beeinflussbarkeit und wahrgenommener Handlungsrahmen erweitert. Der Autor zeigt, dass die Wahrnehmung dessen, was sie beeinflussen können, und das Verantwortungsbewusstsein bei Managern unterschiedlich ausgeprägt sind, und präsentiert Handlungsempfehlungen, wie dies bei der Ausgestaltung von Anreizsystemen berücksichtigt werden kann. Controller entwickeln sich immer mehr zu Beratern des Managements. Die Breite der

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.

As the world’s third-ranking economic power, Japan’s style of management, such as the lifetime employment system, the seniority system, and an enterprise union, has been well studied. However, little else is known about the Japanese management control systems (MCSs) and management accounting systems, which are significantly different from other economic powers. This book sheds light on Japanese MCSs and the differences with those of the United States, illustrated with examples from Mitsubishi Electric, Kao, and more. This book aids not only researchers in management accounting, but also provides more useful insight for international investors and management accountants that can prove useful in business management.

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 to building successful organizations through good organization design. It presents a practical process; a robust, broad-based model and a set of tools and techniques that all link together. Part One and Two together provide you with the knowledge of how to establish and run an organization design programme. Part Three covers how to respond to three perennial challenges in designing organizations. This thoroughly revised edition includes an increased range of archetypes, a wide variety of international examples and coverage of additional ways to gain insight, such as through exploring metaphors and positive deviance. It is a practical toolkit to take organization designers from start to finish, outlining the basic theory, providing a step-by-step approach to implementation, and offering solutions to the recurring challenges that will inevitably be met along the way.

“Scandals have undermined investor confidence in the management of firms and drawn global attention to how Management Boards of public firms are in-control of their operations. These scandals cleared the way for corporate governance committees to define new requirements on the control systems of public firms. However, the requirements of these committees did not prevent new problems with a number of firms, some of which published an in-control statement. This raises questions with respect to the effectiveness and completeness of the control of these firms, suggesting that possible quintessential elements or aspects are missing. The internal audit profession has been involved only indirectly in the discussion on corporate governance in the Netherlands. This thesis explores a theory of internal audit in relation to the nature and the control systems of Dutch public listed firms. This thesis explores literature and current practices to obtain a clear view of internal audits theoretical and practical contributions to the reasons of existence and scope of work in the control system of a firm”--Cover.