

# Organizational Design



# Organizational Design Organizational Design

**Richard M. Burton, Borge Obel**



## **Organizational Design Organizational Design:**

Organization Design Jay R. Galbraith, 1977 Monograph on the management techniques of organization development and network analysis in designing complex business organizations presents an organizational design framework and model using matrix designs and includes case studies of enterprises etc Diagrams and references Organizational Design Richard M. Burton, Børge Obel, Gerardine DeSanctis, 2011-08-04 In today's volatile business environment it is more important than ever that managers whether of a global multinational or a small team should understand the fundamentals of organizational design Written specifically for executives and executive MBA students the edition of this successful book provides a step by step how to guide for designing an organization It features comprehensive coverage of the key aspects of organizational design including goals strategy process people coordination control and incentives These aspects are explained through the use of a unique series of 2 x 2 graphs that provide an integrated spatial way to assess and plan organizational design The new edition features a number of important improvements including a new framework for understanding leadership and organizational climate the introduction of the concept of manoeuvrability and a completely new chapter examining joint ventures mergers partnerships and strategic alliances *Organizational Design* Richard M. Burton, Børge Obel, Dorthe Døjbak Håkonsson, 2020-07-16 Now in its fourth edition this is the definitive step by step how to guide to designing an organization Building on information processing theory the book proposes a holistic multi contingency model of the organization This textbook communicates the fundamentals of traditional and new organizational forms including up to date analysis of self organizing boss less digital and sustainable organizations Providing a framework for the practical implementation of organizational design changes the authors break the process down into seven basic steps 1 Assessing Goals 2 Assessing Strategy 3 Analyzing Structure 4 Assessing Process and People 5 Analyzing Coordination Control and Incentives 6 Designing the Architecture and 7 Implementing the Architecture Each step connects with one of the nine interdependent components of the multi contingency model and the authors also provide a logical query process for approaching each of these components This is an ideal guide for managers or executives interested in assessing their organization and taking steps to redesign it for success as well as for MBA and executive MBA students looking for an introduction to organizational design **Organization Design** Donald L. Anderson, 2018-07-04 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 **Organization Design** Christine Irwin, Patricia Cichocki, 2011-07-03 With the rate of change in organizations at an all time high the need for strong organization design has never been more pressing Organization Design provides a complete road map for the implementation of organization design covering all areas including downsizing outsourcing and re structuring Full of hints and tips as well as a practical toolkit to take organization designers from start to finish Organization Design outlines the basic theory provides a step by step approach to implementing organization design and provides solutions to the recurring challenges to be met along the way OD is about delivering results By following this tried and tested approach readers will gain the confidence and skills to put great organization design into practice to ensure business success **Designing Your Organization** Amy Kates, Jay R. Galbraith, 2010-12-23 Designing Your Organization is a hands on guide that provides managers with a set of practical tools to use when making organization design decisions Based on Jay Galbraith s widely used Star Model the book covers the fundamentals of organization design and offers frameworks and tools to help leaders execute their strategy The authors address the five specific design challenges that confront most of today s organizations Designing around the customer Organizing across borders Making a matrix work Solving the centralization and decentralization dilemma Organizing for innovation *Organisational Design* Andrew Olivier, 2012-10-10 I like the title and the structure a lot it gives a strong feeling of combining strong factual base with concrete advice principles There are several aspects that I feel I need to learn more about after reading the first chapter and that I believe is a good sign It clearly shows that you are an authority in the field and that you know this broadly and deeply The references to Branson Yunus et al are very good and strong proof points actually I would buy the book just for learning more about their stories from this leadership work structure perspective Ericsson Billing Customer Care Sweden Your approach in the book is very practical This I believe will be most helpful to the practitioner You have managed to distil theory into good bite size chunks that will be very helpful to someone out in the field I enjoyed reading it Overall I loved it There are some strong linkages with Semler s 1993 book Maverick Organisational Design What Your University Forgot to Teach You by Andrew Olivier is an in depth analysis of Dr Elliott Jaques s organizational design model In addition to coining the concept of a mid life crisis Dr Jaques was both renowned and criticized by his peers in the 1960s and 1970s for organizational models that contradicted the norm and left little room for interpretation As a business consultant Olivier states he has successfully applied Jaques s theories to his client companies throughout his career and provides case studies showcasing the model in action This is no mean feat as the model is exceptionally dense and layered It is comprised of seven key principles in which four domains and seven work levels are housed as well as complexity based design theory event sequencing and time focused systems Despite the confusing relationship between the theories systems domains principles sequences and levels the individual concepts are logical if not banal For example Olivier describes the fifth principle on Empowering Role Relationships as agree on authority levels for role

relationships and ensure understanding to all stakeholders Olivier notes that he wanted to write Organisational Design to provide an entry point into this body of knowledge because he believes Jaques's work has been unfairly marginalized due to its incompatibility with other organizational design theories One detractor quoted here notes that any theory not open to inclusion with existing theories is doomed to expulsion from the academic ranks Standing on its own Jaques's seven work levels providing a map for building an organization's personnel structure is indeed useful And Olivier's table on page 27 breaking down each level's goals and Suggested timeframe is worth reviewing But while his enthusiasm for both the model and man are apparent Olivier generally fails to dissect the complicated approach in a manner that will be accessible for those unfamiliar with Jaques's work His book may be valuable for advanced organizational psychologists but is not recommended for novice and intermediate design specialists Blueink Review

### **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 coordination 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

**Leading Organization Design** Gregory Kesler, Amy Kates, 2010-11-02 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

**Strategic Organizational Diagnosis and Design** Richard M. Burton, Borge Obel, 2004 A unique set of complementary hands on tools for learning about and applying a deeper and practical theory for diagnosis and design This edition has been significantly updated and rewritten to make it easier to read

Organization Design Naomi Stanford, 2005 Organization Design looks at how you need to change the ways your organization does things in order to increase

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

Stanford,2013-12-04 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 **Designing Organizations** Richard M. Burton,Bo

Eriksen,Dorthe Døjbak Håkonsson,Thorbjørn Knudsen,Charles C. Snow,2008-06-25 *Designing Organizations* 21st Century Approaches is a benchmark publication in the field of organization design The recent development in organization design has been sporadic hence this book will be an important step in creating more thoughtful research and stronger empirical analyses that take advantage of advances in estimation methods allowing for more complex causal modeling and stimulation

technologies Featured in the book are the more practical elements of implementing OD in organizations The chapter material is organized into five sections 1 Putting Contingency Theory in its Place 2 Focus on Individuals who make up the Organization 3 Innovation Processes and Organization Design 4 Adaptation and Technology and 5 Design for Performance The book will be a broad discussion of topics in the field but still each individual chapter will provide in depth analysis of the topic Organizational Design James Triplett,2007-04-01 Many elements of an organization s structure are clearly visible such as organizational charts categorizations such as a partnership or corporation job descriptions and various legal documents yet these still fall short of illustrating how an organization is designed interacts with its environment learns and evolves The analogy of the blind men feeling various parts of an elephant and coming up with different perspectives is a real phenomenon with organizational structure as well given that various stakeholders will interact with the organizational structure and come away with very distinct views of how the organization is structured A single or few perspectives of organizational structure then are insufficient to describe a given organization Systems and the view of structure as recurring activities are the underlying themes of this book **New Approaches to Organization Design** Dorte Døjbak Håkonsson,Jørn Flohr Nielsen,Charles C. Snow,John Ulhøi,2009-07-24 Organization design is a key feature of management theory and practice It addresses the challenges of constructing and maintaining effective organizations Essential to organizational design is the assumption that it can improve organizations Faced with the ever accelerating pace of technological change and the restructuring of markets many firms have been questioning their own organization This book is the third to emerge from a series of workshops on organization design featuring new empirical research and theoretical insights The chapters are organized around four central themes 1 Towards New Organizational Forms 2 Dynamics of Adaptation and Change 3 Theoretical and Practical issues 4 Fit and Performance Collectively the chapters reflect the state of the art of OD as well as provide a further step towards the evolution of this important field of research The Management of Organization Design: Strategies and implementation Ralph H. Kilmann,Louis R. Pondy,Dennis P. Slevin,1976

Organization Structures Helmy H. Baligh,2006-01-27 Organization Structures Theory and Design Analysis and Prescription describes how to organize people to achieve a desired outcome This is accomplished by establishing sets of rules from real world organization contexts Moreover the development of these rules within real world contexts means that the rules must be true general operational technically sound and easy to use With an understanding of rules and the processes of their use organization structures can be identified which in turn form the basis of a theoretical framework This book discusses examines and demonstrates the interrelationship of the design rules their theoretical use within these organization structures along with their practical implications Throughout the book an extended example of the Masters Brewing Corporation MBC is used to illustrate the conceptual material and to make the implications of the organizational analysis explicitly concrete Organization Design Naomi Stanford,2018-06-14 Organization Design looks at how to re design an



organizational system in order to increase productivity performance and value and provides the knowledge and methodology to design an adaptive 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 With an enhanced international focus this third edition includes new material on organization design theories designing ethical diverse and inclusive organizations the role of leaders in organization design work organization design in public sector organizations and evaluating the success of an organization design project This book is a must read for students or practitioners involved in organizational design development and change

**Organizational Design** Richard M. Burton, Børge Obel, Gerardine DeSanctis, 2011-08-04 In today's volatile business environment it is more important than ever that managers whether of a global multinational or a small team should understand the fundamentals of organizational design Written specifically for executives and executive MBA students the new edition of this successful book provides a step by step how to guide for designing an organization It features comprehensive coverage of the key aspects of organizational design including goals strategy process people coordination control and incentives These aspects are explained through the use of a unique series of 2 x 2 graphs that provide an integrated spatial way to assess and plan organizational design The new edition features a number of important improvements including a new framework for understanding leadership and organizational climate the introduction of the concept of manoeuvrability and a completely new chapter examining joint ventures mergers partnerships and strategic alliances

**Elgar Introduction to Designing Organizations** Cunha, Miguel P.e., Clegg, Stewart, Gaim, Medhanie, Giustiniano, Luca, 2022-09-20 This is an open access title available under the terms of a CC BY NC ND 4.0 License It is free to read download and share on Elgaronline.com Presenting the emergence of new organizational designs in a novel way this insightful book blends theory and practice to examine major trends and directions the key ideas that underpin organizational design and how these ideas might be applied

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