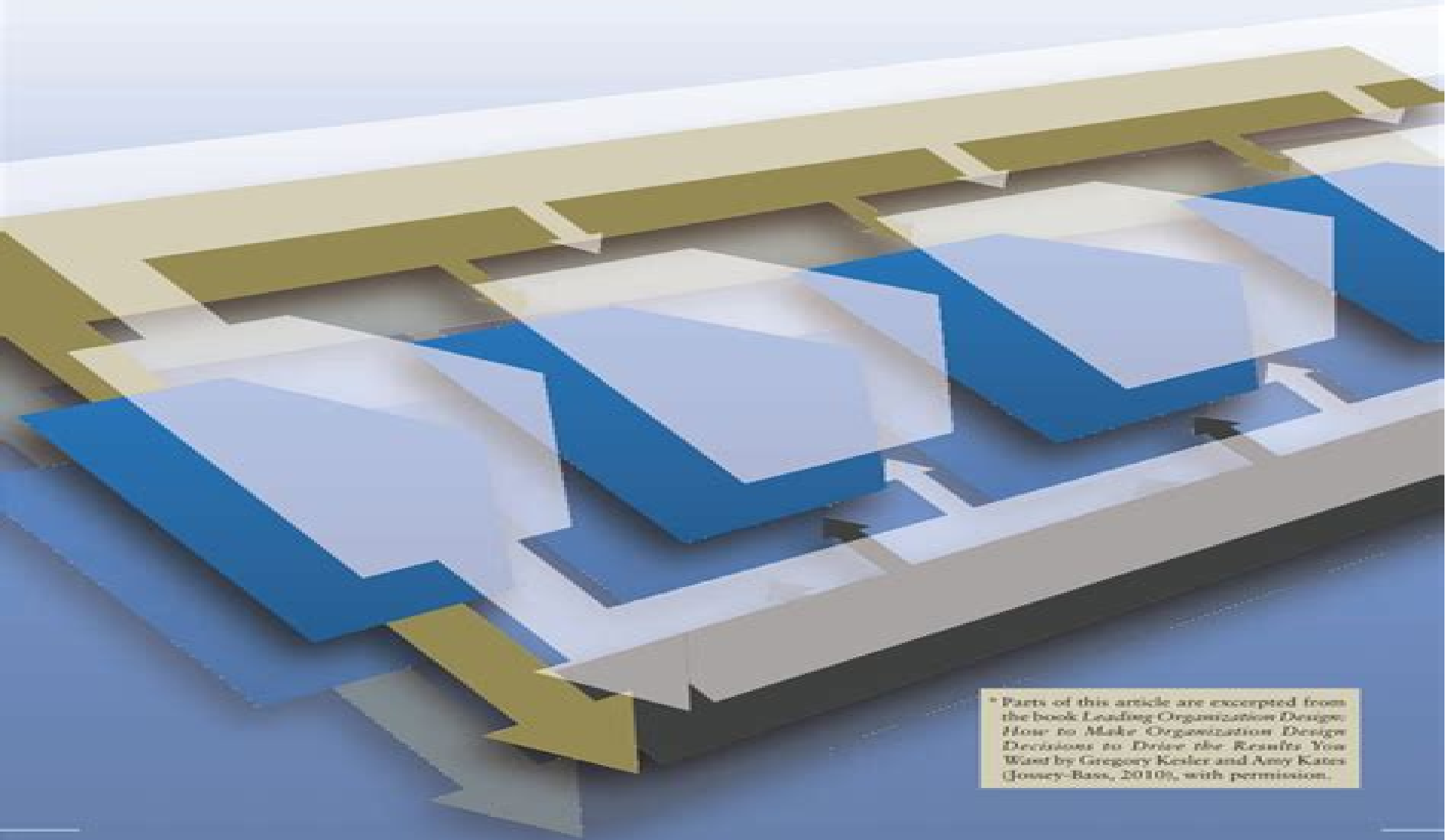


Designing Strategic Organizations: The New Work of Executives and HR

By Gregory Kesler and Amy Kates, Kates Kesler Organization Consulting*



* Parts of this article are excerpted from the book *Leading Organization Design: How to Make Organization Design Decisions to Drive the Results You Want* by Gregory Kesler and Amy Kates (Jossey-Bass, 2010), with permission.

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Dipak Kumar Bhattacharyya



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Designing Adaptive Organizations Charles C. Snow, Øystein D. Fjeldstad, 2023-11-23 A cutting edge account of the theory and practice of modern organizational design by the leading voices in the field Bridging Organization Design and Performance Gregory Kesler, Amy Kates, 2015-10-30 Five practical steps to enhance organization effectiveness on a global scale Bridging Organization Design and Performance is a handbook for leaders looking to enhance the success of their organizations and themselves Companies that compete globally require organizational operating models as robust as their strategies Many companies have created elegant designs and consider their worldwide matrix organizations sources of competitive advantage However the reality is that these complex structures bring many challenges and senior executives are often frustrated by the difficulties of delivering growth in organizations that span numerous brands products and geographic regions After working closely with over twenty large US and Europe based global companies during the past decade Gregory Kesler and Amy Kates concluded that the problem is not in the fundamental design of these operating models The matrix is not going away The challenge is to effectively and completely activate the organization to deliver the strategy This book shares the five practical actions that bring complex organizations to life and help companies gain sustainable results from their global operating models **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 The Organization Design Guide Herman Vantrappen, Frederic Wirtz, 2023-12-22 Organization redesign exercises consume enormous time resources and energy and yet they so often get stuck midway or fail to deliver the aspired benefits This groundbreaking book offers a comprehensive guide enabling executives and their teams to have nuanced and in depth discussions about substantive design choices Once these choices are clear the teams can confidently initiate the change process The book brings together the building blocks of organization design thinking into a logical flow It offers a high quality framework with each building block broken down into specific design questions For each of the five categories of design variables architecture processes culture people and technology the book enables executives to discover and weigh up a variety of situation specific design alternatives The book steers clear of academic abstractions simplistic formulaic solutions flavor of the year debates and misleading anecdotes from today's superstar firms It is written for smart executives at

mainstream companies who realize that organization design choices are contextual and influenced by their company's specific history. The book presents a pragmatic framework that guides managers in search of a conclusive and efficient organization design process. It is relevant to C-suite executives and directors as well as senior and middle managers, internal project leaders, and organization design consultants.

Leading Organization Design Gregory Kesler, Amy Kates, 2010-12-21. 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.

Rethinking Operating Models Kent McMillan, Amy Kates, Greg Kesler, 2025-03-03. Despite the economic expansion driven by technological advances and AI, businesses today are facing mounting challenges. Providing practical frameworks and tools to design organizations that meet ambitious growth, profitability, and sustainability goals, *Rethinking Operating Models* is a must-read for senior business leaders and organization design and development professionals who are looking to adapt their operating model to meet the most persistent and pressing business questions. It allows practitioners to design models that will fuel growth and innovation, can transform through the changing pace of data and technology developments, and achieve agility at scale. This book also provides essential coverage of how to execute mergers, acquisitions, and divestments; how to manage complexity and cost; as well as how to embed responsibility and sustainability into the organization. Written by a team of experts and supported by proven methodologies and real-world examples, this book provides readers with the ability to tailor solutions to their own unique contexts.

Practicing Organization Development William J. Rothwell, Jacqueline M. Stavros, Roland L. Sullivan, 2015-10-05. Get on the cutting edge of organization development. *Practicing Organization Development* Leading

Transformation and Change Fourth Edition is your newly revised guide to successful organization development This edition has been updated to explore the cutting edge of change management leadership development organizational transformation and society benefit These concepts are explored through emerging and increasingly accepted strengths based approaches such as appreciative inquiry emotionally and socially intelligent leadership positive organization development and sustainable enterprises This edition offers both theoretical concepts and guides to practical applications providing you with the knowledge techniques and tools to put organizational development to effective use in the workplace Organization development is an evolving field focused on understanding and positively impacting the human system processes of groups teams organizations and individual leaders Thorough organization development results in increased effectiveness improved health and overall success This book shows how to attain positive change by identifying contemporary themes in organization development executing organization development approaches as well as elevating and extending research agenda This book also illustrates how to influence organizational stakeholders and how to use this influence to enact key organization development practices This new edition is enhanced by Updated chapter by chapter lesson plans sample syllabi and workshop agendas Revised sample exercises a test bank and additional case studies Expanded online appendices that cover regional organization development concepts from around the globe as well as overviews of additional special issues Organization development is quickly becoming an important aspect of MBA curricula Practicing Organization Development Leading Transformation and Change Fourth Edition gives graduate and doctorate program participants a comprehensive overview of organization development the resources to learn the field and the tools to apply their knowledge *Networked, Scaled, and Agile* Amy Kates,Greg Kesler,Michele DiMartino,2021-03-03 While technology and geopolitical forces change the face of business today the patterns and challenges of organizing humans to work together across organization culture language and time zone boundaries remain To face these challenges all organizations need to be agile networked and scalable Networked Scaled and Agile reveals how to shape organizations that will enable people to make faster and better decisions in a more complex world By outlining the tension between the need for agility differentiation and scale integration the book offers a new way to think about this debate using the models of the Tower vertical integration and the Square horizontal integration It addresses the role of the leadership team and how the organization design process can build C suite leaders and successors Each chapter concludes with a series of reflection questions for leaders as well as a summary of key concepts and tips Including case studies from global organizations Networked Scaled and Agile reveals how organization design can address three of the biggest business challenges organizations face today how to build a new capability across the entire enterprise how to make the entire organization more customer centric and how to allow for faster innovation

Operating Model Canvas (OMC) Andrew Campbell,Mark Lancelott,Mikel Gutierrez,2017-03-16 The journey from strategy to operating success depends on creating an organization that can deliver the chosen strategy This book explaining the

Operating Model Canvas shows you how to do this It teaches you how to define the main work processes choose an organization structure develop a high level blueprint of the IT systems decide where to locate and how to lay out floor plans set up relationships with suppliers and design a management system and scorecard with which to run the new organization The Operating Model Canvas helps you to create a target operating model aligned to your strategy The book contains more than 20 examples ranging from large multi nationals to government departments to small charities and from an operating model for a business to an operating model for a department of five people The book describes more than 15 tools including new tools such as the value chain map the organization model and the high level IT blueprint Most importantly the book contains two fully worked examples showing how the tools can be used to develop a new operating model This book should be on the desk of every consultant every strategist every leader of transformation every functional business partner every business or enterprise architect every Lean expert or business improvement champion in fact everyone who wants to help their organization be successful For trainers free additional material of this book is available This can be found under the Training Material tab Log in with your trainer account to access the material Additional content can be found on the website for the Operational Model Canvas <https://www.operatingmodelcanvas.com>

Organizational Structure and Design Dipak Kumar Bhattacharyya, 2024-12-06 This textbook explores major issues and concepts in organizational structure and design It details strategic and business issues that merit consideration while framing or designing the organizational structure Working with a range of industry examples and case studies this volume Relates organizational structure and design issues with organizational culture and change management power and politics and policies and strategies Covers several key topics including the structure strategy debate viable system model issues pertaining to organizational culture change management power and conflict Discusses various models of organizational structure like matrix global business unit strategic business unit hybrid functional and divisional modular networked agile helix etc in relation to organizational practices and their strategic influence over the organization Enables readers to challenge organizational design in times of uncertainty Concise lucid and engaging this book will be useful to students academics management researchers and industry professionals in the fields of general management organizational behaviour and human resource management and development

Organization Design Jeroen van Bree, 2021-08-03 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 Master s 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 author s 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 author's years of experience as a consultant to ensure that academic theory is seamlessly melded with practical application *Cases and Exercises in Organization Development & Change* Donald L. Anderson, 2016-12-29 *Cases and Exercises in Organization Development Change* Second Edition encourages students to practice organization development OD skills in unison with learning about theories of organizational change and human behavior The book includes a comprehensive collection of cases about the OD process and organization wide team and individual interventions including global OD dialogic OD and OD in virtual organizations In addition to real world cases author Donald L. Anderson gives students practical and experiential exercises that make the course material come alive through realistic scenarios that managers and organizational change practitioners regularly experience **Managing People in Changing Organizations** Graeme Martin, 2024-09-03 *Managing People in Changing Organizations* addresses the contemporary problems faced by managers in dealing with people organizations and change in a theoretically informed and practical way It does so by drawing on classic studies in management up to date research including the author's own case studies and reflective exercises This textbook approaches people management and organizational development from the perspective of practising and aspiring managers making it a valuable alternative to existing texts on organizational behaviour change management and human resource management This third edition incorporates new research and recent changes in technology including artificial intelligence work and job design and additional insights into innovation corporate governance and sustainability Built around a chapter framework that connects different themes to managerial action and practices this textbook covers a wide range of topics including managing at the individual group and organizational levels culture change managing internationally reputation management managing creativity and innovation and corporate governance corporate social responsibility and sustainability There is an increased international flavour reflected in the range of contemporary case studies and literature used throughout which explore business and management problems in the private and public sectors The content also reflects the author's recent experience of consulting and managing at board level This text will be relevant to practising and aspiring managers studying leadership people management organizational behaviour and development and change management on courses at later stage undergraduate masters doctoral and executive education levels

Organization Development Donald L. Anderson, 2019-11-11 *Organization Development The Process of Leading Organizational Change* offers a comprehensive look at individual team and organizational change covering classic and contemporary organization development OD techniques Bestselling author Donald L. Anderson provides students with the organization development tools they need to succeed in today's challenging environment defined by globalization rapidly changing technologies economic pressures and evolving workforce expectations The new Fifth Edition has been updated to

reflect the latest research New Profiles in OD highlight a variety of practitioners and researchers New cases examples and a new chapter on organization design and culture interventions provide readers with the latest information on OD best practices

The Chief HR Officer Patrick M. Wright, John W. Boudreau, David Pace, Elizabeth Sartain, Paul McKinnon, Richard L. Antoine, 2011-03-10 Praise for THE CHIEF HR OFFICER The Chief HR Officer offers the most current thinking on the evolving role of the chief human resource officer CHRO An essential resource for experienced and aspiring CHROs the book shows leaders how to best prepare for and perform this critical role This comprehensive book shows how in today s extremely competitive work environment the job of the CHRO has expanded to encompass many important roles Among other things HR leaders must adapt to and address the demands of an increasingly diverse and demanding workforce globalization stricter regulatory requirements increased accountability to the CEO and board of directors and the complexity of leading the HR function with often limited resources This vital guide is filled with rare insights and practical guidance from some of the country s most successful CHROs who have been in the trenches as well as top academics researching the field including Randy MacDonald IBM Eva Sage Gavin Gap Inc L Kevin Cox American Express Mirian M Graddick Weir Merck and Dave Ulrich Ross School of Business University of Michigan and The RBL Group Sponsored by the National Academy of Human Resources NAHR the book covers a wealth of topics including how to develop a perspective and set of skills to effectively lead and perform in the role and how to approach strategy management leadership ethics and talent In addition the authors include information on forming and implementing activities that will further the firm s strategy advice for coaching and counseling the CEO and much more

Optimizing Organization Design Ronald G. Capelle, 2013-11-14 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

The Leadership Capital Index Dave Ulrich, 2015-10-19

When it comes to evaluating a firm leadership matters We know that financial outcomes can predict about 50 percent of a firm's market value Intangibles like strategy brand talent R D innovation risk and so on account for the rest But leadership underlies them all And despite how important we know it is we've been forced to rely on subjective and unreliable ways to measure its impact until now In this landmark book leadership scholar author and consultant Dave Ulrich proposes a leadership capital index a Moody's or Standard and Poor's rating for leadership Drawing on research from investors and business leaders and synthesizing the work of dozens of consulting firms and leadership experts Ulrich analyzes two broad domains each comprising five factors The individual domain includes personal qualities strategic prowess execution proficiency interpersonal skills and fit between the leader's style and the organization's market promises The organizational domain encompasses a leader's ability to create customer focused cultures manage talent demand accountability use information to gain competitive advantage and set up work processes to deal with change Ulrich details rigorous metrics and methods for evaluating leaders on each of these factors The result is a groundbreaking book that will be of vital interest not only to equity and debt investors but also to boards of directors executive teams human resource and leadership development professionals government and ratings agencies and of course to leaders themselves

Der Wert von Führung Dave Ulrich, 2017-04-10

Zum ersten Mal zeigt Dave Ulrich in seinem Buch wie man den Einfluss von Leadership auf den Marktwert einer Firma effektiv ermitteln und messen kann Dafür schlägt er den Leadership Capital Index vor ein Rating für Leadership Mit diesem Index lässt sich die Qualität von Unternehmensführung konkret messen Ulrich analysiert dafür 2 Bereiche mit jeweils 5 Faktoren Zum einen der individuelle Bereich der persönlichen Qualitäten und strategische Fähigkeiten der Führungskraft genauso umfasst wie die Passung zwischen dem Führungsstil und dem Marktversprechen der Organisation Zum anderen gibt es den organisatorischen Bereich Themen sind hier u.a. der Aufbau einer kundenorientierten Unternehmenskultur Talentmanagement Informationsmanagement zur Schaffung von Wettbewerbsvorteilen und Arbeitsprozesse Für jeden dieser Faktoren führt Ulrich ausführlich präzise Maßeinheiten und Methoden zur Ermittlung und Messung auf Ein Buch nicht nur interessant für Investoren die den Wert einer Firma und die Leistung der Führungskraft ermitteln wollen sondern auch für die Manager und Führungskraft selbst

Organization Design Patricia Cichocki, 2014-03-03

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 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 of Organization Design 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

Organisationsdesign Reinhart Nagel, 2017-07-07 Markttrends Technik Innovation wie kann sich ein Unternehmen f r Kommendes r sten Indem es eine wettbewerbsf hige Organisationsstruktur entwickelt einf hrt und erfolgreich umsetzt Der Leitfaden zeigt Kernfragen und Grundlagen eines zeitgem en Organisationsdesigns Vor allem zeigt er den Weg zum Ziel Bestehendes kritisch analysieren und Strategisches kl ren Dazu kommen moderne Designs und Tools beispielsweise zur Aufbau und Prozessorganisation zur internationalen Ausrichtung f rs Wissensmanagement f r die Personalentwicklung f r die F hrung f r die Kundenorientierung In der Neuauflage Auswirkungen von Digitalisierung und Industrie 4 0 auf das Organisationsdesign und Erg nzung weiterer alternativer Organisationsformen

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