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Designing Dynamic Organizations: A Hands-on Guide For Leaders At All Levels

A Hands-On Guide
for Leaders
at All Levels

DESIGNING
DYNAMIC
ORGANIZATIONS

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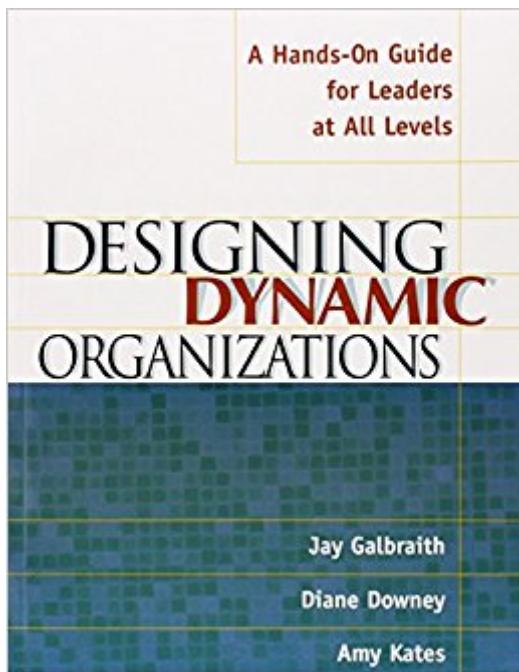
Synopsis

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.

Book Information

Paperback: 272 pages

Publisher: AMACOM; 59392nd edition (December 17, 2001)

Language: English

ISBN-10: 0814471196

ISBN-13: 978-0814471197

Product Dimensions: 8.5 x 0.8 x 10.9 inches

Shipping Weight: 2.2 pounds (View shipping rates and policies)

Average Customer Review: 4.5 out of 5 stars   19 customer reviews

Best Sellers Rank: #164,144 in Books (See Top 100 in Books)   #114 in Books > Business & Money > Processes & Infrastructure > Structural Adjustment   #124 in Books > Business & Money > Processes & Infrastructure > Organizational Change   #663 in Books > Business & Money > Human Resources > Human Resources & Personnel Management

Customer Reviews

"... a completely worthwhile read." -- HR Magazine February 2002

"   ""This book offers a comprehensive and easy-to-use approach for creating high-impact organizations in uncertain times. The authors have successfully taken the complexity out of designing complex organizations."" -- Dennis Shiel, Vice President, Human Resources, MetLife ""Most corporate strategy does not fail because it is poorly conceived; it fails because the organization is unable to execute. Designing Dynamic Organizations is a must read for leaders who

want their business to thrive in the global corporate environment. Galbraith, Downey, and Kates have combined their expertise to create a marriage between theory and practice. The authors provide the reader with a clear pathway for action, one that tightly bolts strategy to implementation."" -- Les F. Martel, Ph.D., Vice President, Global Learning and Performance, Instinet Corporation ""With increasingly uncertain and volatile markets, businesses are under crushing pressure to extend the reach of their strategic imperatives, to quickly adapt their work processes and structures, and to effectively leverage their human capital. Designing Dynamic Organizations is a veritable survival guide for organizations coping with these demands. The authors translate rigorous theories and models into practical step-by-step approaches that can be quickly absorbed and utilized by teams at all levels of the organization."" -- Nancy Bologna, Ph.D., Senior Vice President, Best Buy Company, Inc.   ""You will find Designing Dynamic Organizations an endless source of practical insights and ideas whether you are a line executive responsible for organizational performance or a human resources professional providing expert advice. Keep this book close at hand . . . it will prove to be invaluable!""-- Dave Tierno, Retired Senior Partner, Ernst & Young Consulting Group ""Galbraith, Downey, and Kates have done something delightfully different from the typical treatise on organization design. This book is all about practical tools and instruments, options and how-toâ ™s. A real find for todayâ ™s business practitioner."" -- Reinhart Helmke, Executive Director, UN Office for Project Services"

This text was assigned reading for me when I took a course on organizational design as part of the Master's degree curriculum at the University of Denver. As a Master's degree student, I must say that I was quite pleased with the organization, content, and real-world application of this text. I find that most of the texts students are often assigned focus on theory over application. This text offers the best of both worlds. I also can appreciate the graphic organizers of concepts and visuals. Finally, the text offers real-world examples of organizational design in action.My only real complaint about this text is that I felt it was very, very light on the rewards and people points on the STAR model of organizational design, especially the people aspect. Oh, and the binding for this book is terrible! I found myself revisiting sections often and the pages began falling out.I would love to see an updated version of this book which might include new thoughts on rewards and people and also some updated organizational structural models.

This book is a rare combination of great theory, real-world experience, and ready-to-use frameworks and tools. This book is a must for new consultants, valuable for seasoned ones looking for better

paradigms or new tips, and should be required reading for executives attempting reorganization at any size and scale.

Great guide and very practical tools, both for the OD practitioner and for managers trying to do something serious about org design on their own.

great book

Arrived as listed.

used in our intro to organizational development, and it is very informative. The author explains things in an easily understood way. Excellent for beginners getting into organizational development.

If you are looking for a practical application of Organization Design, buy this book! It even provides samples, tools and templates!

I order this book for my boss, per our VP of HR. This book has been recommended by our top corporate executives. I personally have not read the book, however it's highly regarded at my organization.

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