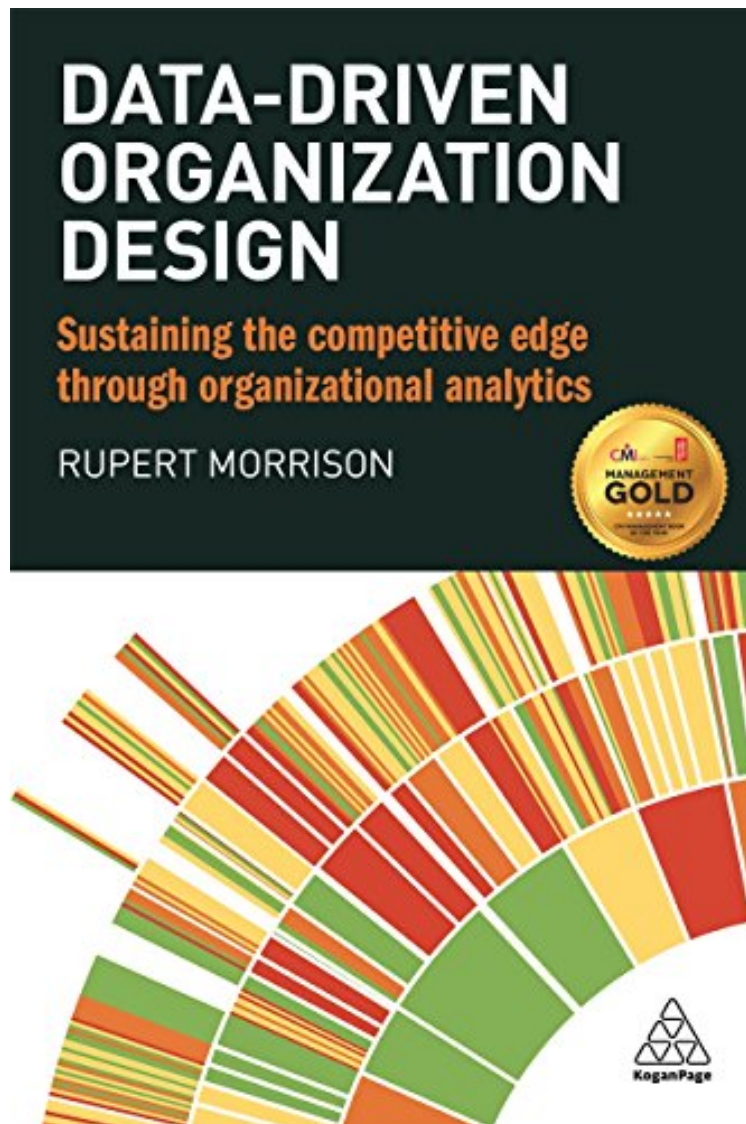


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Data-driven Organization Design: Sustaining the Competitive Edge Through Organizational Analytics

Rupert Morrison

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Rupert Morrison : Data-driven Organization Design: Sustaining the Competitive Edge Through Organizational Analytics before purchasing it in order to gage whether or not it would be worth my time, and all praised Data-driven Organization Design: Sustaining the Competitive Edge Through Organizational Analytics:

2 of 2 people found the following review helpful. Integrating and IT Enabling Organization DesignBy Fred CheyunskiSince I have been interested in organizational modeling for some time, it was edifying to get ahold of

Morrison's book where he ties together all the elements of a data driven approach to organization design. Many of us have been conducting the different aspects of organization design manually, aided by MS Excel, PowerPoint and/or with business process modeling tools, but Morrison shows how these parts can be integrated with new platforms such as graph data bases. Some of my favorite parts of book include, Foundations and Core Concepts (Part 1) particularly such as those pertaining to "Creating Hierarchical Data Structures" (pg. 37), "Connecting the System" (pg. 40), and "Visualizing to Analyze" (pg. 46) and other segments that emphasize these aspects (e.g. pgs. 118, 146). While particular strengths of the book come into play around the detailed baselining and micro design (Part 3), Morrison has chapters that address a typical sequence involving macro design (Part 2) and implementation and ongoing operational considerations (Part 4). Other books may be more complete in their respective areas such as: Kaplan and Norton's "Strategy Maps: Converting Intangible Assets into Tangible Outcomes"; https://www..com/gp/review/R17YZPW5HWITDQ?ref_=glimp_1rv_cl Galbraith and Kates' "Designing Your Organization: Using the STAR Model to Solve 5 Critical Design Challenges"; https://www..com/gp/review/R3G45CFM5PHG2F?ref_=glimp_1rv_cl Malon's "Organizing Business Knowledge: The MIT Process Handbook"; https://www..com/gp/review/R1NI5ZMQB7Z8QB?ref_=glimp_1rv_cl Moor's "Escape Velocity: Free Your Company's Future from the Pull of the Past"; https://www..com/gp/review/R3JHFGFF101RJD?ref_=glimp_1rv_cl. However, this book covers the organization design "waterfront" and provides the type of framework required to bring all the various aspects together so they can be used in a concerted fashion. This kind of capability provides the basis for what some have called a "built to change" organization. Along the way Morrison includes such aspects as competency management and rightsizing, then deals extensively with the practicalities of "how it will work in practice." Emphasizing throughout that organization design is a continuing journey, he deals with workforce planning, talent management, and additional matters involved with getting things done and sustaining over time. For strong case support, many visual and "how to" examples, read Morrison's book for help in making progress in integrating and IT enabling organization design.

3 of 3 people found the following review helpful. A Contribution to the Field of Organization Design By Donald V. Fowke Rupert Morrison has produced an important contribution to the field of organization design and organization effectiveness. This book focuses on practical implementation of design with an emphasis on data and analytics. Morrison, who is Managing Director at Concentra, which boasts, "We transform how organisations manage and use data to get the edge"; previously had a 15 year stint with A. T Kearney. He comes at the subject with a feel for both sides of the desk, both advisor and manager. I look at this book from the point of view of someone steeped in levels of work and levels of capability, the aspect of organization design known as Requisite Organization or Stratified Systems Theory. Morrison addresses the ideas of levels of capability favourably in a chapter on talent management, succession development and succession planning. It is clear to me that the other side of the coin, levels of work, would have strengthened many other parts of this useful and comprehensive book. But I don't fault Morrison for this, because he has only recently become exposed to this stratified thinking. I can relate to his experience, as I was involved deeply in organization design and effectiveness consulting for thirty years before I was exposed to the pioneering work of Elliott Jaques. It has since revolutionized my own work, and I am sure will have the same effect on Morrison in the future.

Data Driven Organization Design approaches the subject from the vantage point of Stratum IV, that level of managerial work often called general management where strategy is translated into practical operations, where various functional work processes like sales and manufacturing and customer service need to be balanced and integrated. This is the great strength of the book. Starting with the foundations that the organization is a system, that organizational data are hierarchical, and that organization data are messy, he shows how use of data and analytics can build persuasive business cases for improvement. He links strategy with structural options and shows practical ways of aligning objectives with performance, designing for fixed processes and for dynamic processes like projects. With these linkages he is illustrating how Stratum III functional processes can be articulated, scoped and agreed by various stakeholders. Morrison has a keen sense of people and the need to make use of data and analytics in ways to help rational decision-making where emotions run high. Morrison holds out hope that HR data can be strengthened with improved competency management. A much more disciplined approach to competency is called for, he asserts, because so much of what is done in this area is ineffectual, an assessment with which I agree. Morrison provides a very useful insight into "rightsizing"; based on ratio analysis, activity analysis driver analysis, and for the really challenging situations, mathematical modeling. I found the final section of the book, "Making it Real"; the strongest. It reflects the author's depth of experience in making things work in practice implementing changes. I liked his workforce planning and talent management ideas. His sense of practicality, along with a creative flair for graphically visualizing data mark a very important contribution to the field of organization design, effectiveness and change. I am delighted that he has discovered the concepts of levels of work. If he can apply this new insight more broadly it would both simplify and strengthen what he knows and presents so ably. It would not take much to align his concept of transactional, operational and strategic onto the distinctions between Stratum I, II, III and IV, and this framework would serve as a structure for so much of what has

presented in this fine book. I would hope he would find other RO insights also helpful in simplifying and integrating his work. For example, the idea that it is a manager who is accountable for the work of the employee would greatly strengthen his work on accountability. I recommend *Data Driven Organization Design* to those seriously interested in the field. 0 of 0 people found the following review helpful. PleasantBy DarrenIngram_dot_com Data is everywhere and businesses are being told to maximise their use of data, analysing, monitoring and implementing everything along the way. Where does one start? How can one be proactive, complete and on top of things? Is there a risk that our business becomes sub-optimal, awash with data along the way that we just don't use properly? What about the risk of placing blind faith in the "computer" and adopting the "computer says" mantra? Maybe this book can help you see the wood from the trees. The author seeks to show how a business, itself a complex organization, can take a mass of complex data and use it in an organised, analytical fashion to intelligently provide competitive advantage and insight. Theory and a practical framework are offered up, although the hard work of implementation and effecting change if necessary still falls to the host organisation. In any case, the astute reader will receive clear encouragement and guidance to make the most of its organisational data. Even if it doesn't translate into a direct win where you are beating your competition mercilessly – at least at the start – there can still be many advantages in having a more organised, effective, connective and analytical organisation. What is there not to like about that? It was particularly interesting to see practical examples of data usage and visualisation, as that can really bring the concept and its benefits to life. Such examples can also be used to help win over a possibly uninformed or sceptical board too and bring them onside. Seeing the potential, even ahead of a long march, can be incredibly motivating. The book felt quite positive and jaunty, despite being a clearly specialist, focussed read. It is worthy of significant consideration! It might be one of those books to buy and wrap in brown paper – need to tip off people where your sudden brilliant ideas have come from, now do you?

Data is changing the nature of competition. Making sense of it is tough. Taking advantage of it is tougher. There is a business opportunity for organizations to use data and analytics to transform business performance. Organizations are by their nature complex. They are a constantly evolving system made up of objectives, processes designed to meet those objectives, people with skills and behaviours to do the work required, and all of this organised in a governance structure. It is dynamic, fluid and constantly moving over time. Using data and analytics you can connect all the elements of the system to design an environment for people to perform; an organization which has the right people, in the right place, doing the right things, at the right time. Only when everyone performs to their potential, do organizations have a hope of getting and sustaining a competitive edge. *Data-driven Organization Design* provides a practical framework for HR and Organization design practitioners to build a baseline of data, set objectives, carry out fixed and dynamic process design, map competencies, and right-size the organization. It shows how to collect the right data, present it meaningfully and ask the right questions of it. Whether looking to implement a long term transformation, large redesign, or a one-off small scale project, this book will show you how to make the most of your organizational data and analytics to drive business performance.

"The book felt quite positive and jaunty, despite being a clearly specialist, focussed read. It is worthy of significant consideration!"