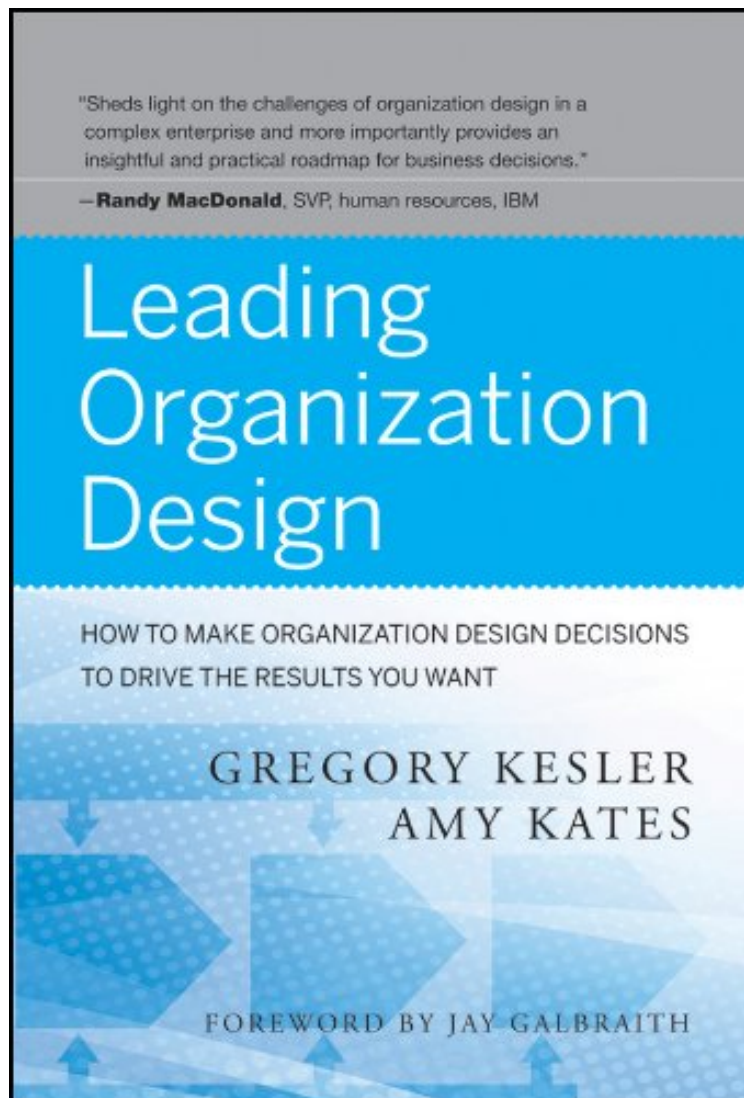


[DOWNLOAD] Leading Organization Design: How to Make Organization Design Decisions to Drive the Results You Want

Leading Organization Design: How to Make Organization Design Decisions to Drive the Results You Want

Gregory Kesler, Amy Kates

**Download PDF | ePub | DOC | audiobook | ebooks*



[Download](#)

[Read Online](#)

#208518 in eBooks 2010-11-02 2010-11-02 File Name: B004APA786 | File size: 17.Mb

Gregory Kesler, Amy Kates : Leading Organization Design: How to Make Organization Design Decisions to Drive the Results You Want before purchasing it in order to gauge whether or not it would be worth my time, and all praised Leading Organization Design: How to Make Organization Design Decisions to Drive the Results You Want:

8 of 9 people found the following review helpful. Practical for Matrix Design By Steven L. Johnson First, full disclosure I bought this book on Kindle and regret not taking the time for the actual book. Personally, I like to write in the margins, high light and (gasp) make copies of graphs, diagrams etc. but I wanted it quickly and will also purchase

the book. It is a very useful and practical book for an OD professional or a business leader that wants hands on control versus employing a consultant. While practical it is a break down of their methods and approach. It is also directed towards a "Matrix" management model, some discussion of other forms of design and their pro's and Con's would have been very useful. The authors are Jay Galbraith mentees so don't expect a critique of matrix management. If you buy into matrix management and the clear advantages in a collaborative environment that has broken down the silos, it is very useful and directive. They have addressed some of the early pit falls of matrix management's question of accountability but don't expect direction to design a "command and control" environment, which would not be an option for most situations but may be required in some. As my rating would indicate, it is an exceptionally useful and instructive book. The steps in their process are clearly articulated as are the underlying issues you are trying to get at. Most impressive, to me was, the way they lead you through the decision you have to make and the questions the various stakeholders have to answer. They walk you through those questions and discussion to arrive at a decision. The book does assume you have a working knowledge of Galbraith's STAR Model, I found that I had to review this model to fully utilize this book. The willingness to be this open and instructive was much appreciated and the advantages greatly outweigh these minor critiques.

0 of 0 people found the following review helpful. Five Stars
By Amy S. Koroll
Arrived perfect
8 of 9 people found the following review helpful. Anyone can restructure, but this book is about DESIGN
By John L. Rice
This is the book you want to have when you are faced with redesigning, not simply reorganizing, your organization. It's a practical guide to all the necessary steps one must take in order to ensure alignment of all the components that enhance or inhibit your organization's ability to work smoothly. Kates and Kesler provide a practical framework that is written for the line manager who needs to redesign and the HR practitioner who helps make it happen. Easy to follow, simple to use, and a must-have for anyone who has this challenge in front of them.

Praise for Leading Organization Design "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 "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

From the Inside Flap Today's organizations are as complex as the global strategies they are designed to support. The right organization design is a competitive advantage as companies expand their reach into emerging markets and attempt to channel scarce resources away from yesterday's priorities into innovation and new growth opportunities. Leading Organization Design outlines a scalable, five-step process to help senior business leaders, supported by skilled human resources or OD professionals, make smart design decisions. While being careful to ensure that a company's organization design is not more complex than necessary, expert authors Greg Kesler and Amy Kates show how the ability to design and manage an organization that can execute complex strategies brings competitive advantage over firms whose management can only do one thing well. With insights from extensive consulting work around the world and their research on many large multinationals, the authors reveal how to generate and evaluate the right design options, how to set up governance and management processes to align power effectively in the matrix, and how to engage the right people in implementing difficult organization changes. Presenting new frameworks, concepts, and tools that examine in depth how companies like Nike, Coca-Cola, PG, Cisco, and others have tackled today's design challenges, Leading Organization Design provides new ways of thinking about design as well as a coherent way to organize existing knowledge about the field. It is an essential guide for business leaders who want to make better organization design decisions and for internal and external professionals who support them.

About the Author The authors are managing partners at Kates Kesler Organization Consulting. The organization design approach and tools they have developed together and with Jay Galbraith have become the standard internal design methodology used in dozens of major corporations around the world. Greg Kesler has consulted with corporations worldwide for over twenty years on organization design, executive talent management, and HR planning. He has published many

articles and book chapters on organization design and succession planning and is on the editorial board of People Strategy journal. Amy Kates helps leaders and teams assess organizational issues, reshape structures and processes, and build depth of management capability. She is coauthor of two books with Jay Galbraith and an editor of People Strategy. She teaches organization design at Cornell University, the DTU Executive School of Business (Denmark), and in client-specific programs.