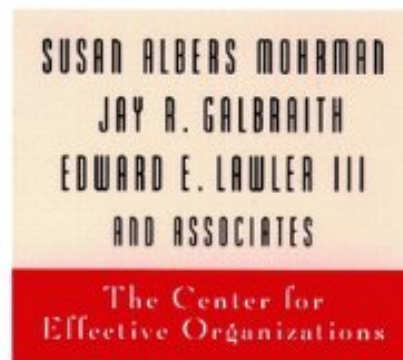
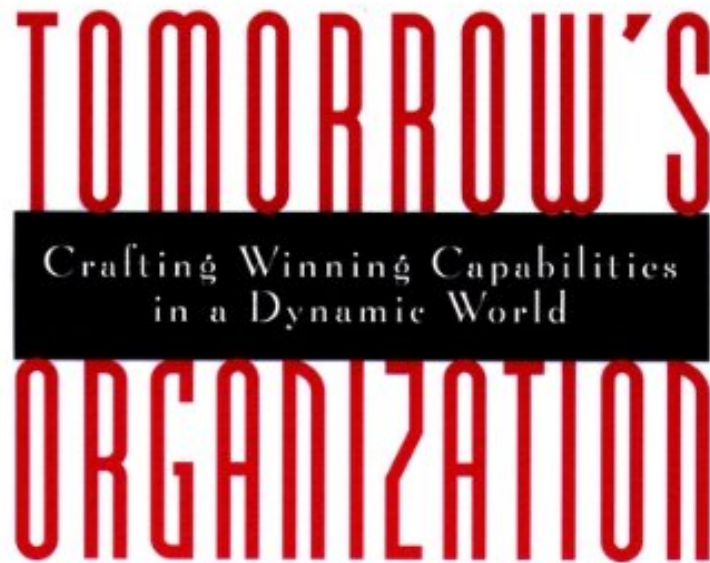


(Free download) Tomorrow's Organization: Crafting Winning Capabilities in a Dynamic World

Tomorrow's Organization: Crafting Winning Capabilities in a Dynamic World

Susan Albers Mohrman, Jay R. Galbraith, Edward E. Lawler
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Susan Albers Mohrman, Jay R. Galbraith, Edward E. Lawler : Tomorrow's Organization: Crafting Winning Capabilities in a Dynamic World before purchasing it in order to gauge whether or not it would be worth my time, and all praised Tomorrow's Organization: Crafting Winning Capabilities in a Dynamic World:

10 of 12 people found the following review helpful. The Challenges of the Future.By Turgay BUGDACIGIL"Tomorrow's Organization focuses on the new organizational designs and management approaches that are emerging as organizations transform themselves to face the challenges of continuous and relentless global

competition. The book is based on two premises. The first is that the nature and intensity of competition have changed, and so organizations are now required to be simultaneously more effective and more flexible in their ability to reconfigure themselves, carry out their dynamic strategies, and make sure they are delivering value to their customers faster and better than their competitors. The second is that strategy and organization are not enough: organizations must also create new approaches to the human issues that accompany change" (from the Preface). In this context, editors divide this invaluable study into four parts: Part I- Designing Competitive Organizations. In this part (Chapters 1-4):* E. E. Lawler III, D. Finegold, and J. A. Conger focus on the development of a framework for understanding the factors that contribute to the effectiveness of corporate boards, and specific principles and practices that can contribute to board effectiveness.* J. R. Galbraith describes customer-product structures, and focuses on three questions concerning this kind of structures: (1). What are hybrid structures? What do they like? (2). Why are companies choosing to organize in this way? (3). How do we make hybrid structures work effectively? * J. R. Galbraith argues that "the new information technology facilitates the networked organization by allowing independent firms to join together in networks". And then he describes the various design issues that have to be addressed in networked organizations.* J. R. Galbraith examines the factors on which companies organize their global operations, and considers the major approaches to organizing, as well as where those approaches fit. Part II- Enabling Competitive Performance. In this part (Chapters 5-7):* D. Finegold, E. E. Lawler III, and G. E. Ledford Jr. ask that 'Is attention to competencies another management fad, or is it a more fundamental and lasting change in the theory and practice of managing organizations and individuals? Then, answering this question, they examine three distinct competency approaches as well as tensions among them.* S. G. Cohen and D. Mankin argue that "New information technologies, combined with the global competitive pressures, have fundamentally changed the nature of work". Then they examine this impact of information technology on the nature of work.* E. E. Lawler III and S. A. Mohrman review employee involvement, total quality management, and reengineering approaches with an eye to assessing both how they unfolded and their long-term implications for the field of management. Part III- Managing People in the Competitive Organizations. In this part (Chapters 8-11):* S. A. Mohrman and E. E. Lawler III outline the specifications of new human resources management, and argue that "the human resources function not only must become a true business partner but also must be a microcosm of the organizations in which it is embedded".* D. Finegold, after describing the main elements of new learning paradigm for building competencies, reviews the steps that firms can take to identify a clear set of priorities for development and to evaluate the make-or-buy decisions regarding training.* J. A. Conger and K. R. Xin describe changes in the nature of executive education, changes that include an increased focus on developing executives for the new competitive environment and the new, more lateral organizational forms.* E. E. Lawler III focuses on how pay systems can be designed to support particular strategies, and argues that "the challenge for organizations is to integrate their pay systems with business strategy and with overall organizational design. This challenge must be met if organizations are to compete effectively in rapidly changing global markets". Part IV- Transforming the Organization. In this part (Chapters 12-14):* D. Mankin, S. G. Cohen, and T. K. Bikson provide frameworks for creating high-performing organizations through the design and implementation of new information technologies and the team-based organizations that employ them, and describe the change processes needed to create the new organization.* R. V. Tenkasi, S. A. Mohrman, and A. M. Mohrman Jr. study organizations as they have gone through a fundamental transformation in their organizational model and the factors that contribute to accelerated learning during transitions, and then describe the dynamics that characterize organizational learning as organizations change their underlying architectures.* A. M. Mohrman Jr. and S. A. Mohrman argue that "performance management is central to managing the business, defining the individual's relationship with the organization, and providing a mechanism for feedback and control". Thus, they describe some of their research and experience to show how and why this happens. I highly recommend this study to all executives. 12 of 13 people found the following review helpful. Excellent analysis of the 21st century organization By Mike Piellusch (mpiel@isi.com) This book is a comprehensive examination of the changing nature of work and the changing character of the workplace. The text analyzes trends such as reengineering and TQM and whether these trends are likely to continue as is, evolve, or disappear. The role of human resources management is depicted in an expanded role that assumes a cross-functional position in the modern organization. Training is seen as a process of continuous learning rather than a preparation process. Teamwork is shown as an essential facet of technology as projects are too complex to be assigned to individuals. The authors describe an organizational architecture that combines market, social, and technical skills. The individual is described in a nested position within a group, within a business unit, within an organization. This text has been used at Santa Clara University in the Engineering Management and Leadership program and is highly recommended for similar programs or for managers or self-led professionals who want to delve into concepts such as spiral work-flow models and lateral organizations.

Create a more flexible, responsive, and competitive business A Publication of The Center for Effective Organizations Picking up where the successful Organizing for the Future left off, this work from the Center for Effective Organizations presents a coherent set of principles and hands-on guidance for creating the successful organization of

tomorrow. Celebrated contributors such as Jay Conger, David Finegold, and Tora Bikson--not to mention the editors themselves--empower a book that captures the latest thinking and new practices regarding the design of complex organizations. The emerging forms and contexts of organizations, enablers of continuous performance improvement, and change implementation processes are among the many cutting-edge topics discussed.

From the Inside Flap
In the face of mounting global competition and accelerated changes in technology, organizations are scrambling to develop business strategies, structures, and practices that will simultaneously keep them flexible and profitable. While many companies continue to pursue competitive advantage via the latest management fad, new research indicates that organizational design is now the real key to future success. Based on eighteen years of in-depth research conducted with Fortune 1000 companies by the Center for Effective Organizations, *Tomorrow's Organization* is the first book to offer specific hands-on solutions and practical guidelines for creating organizations that can compete successfully in the twenty-first century. This follow-up to the highly acclaimed *Organizing for the Future* examines the challenges faced by companies as they reorganize to build more flexible and responsive organizations. From issues of strategy and structure to leadership and capability development, the authors combine their vast research and consulting experience to offer the latest thinking and emerging practices today's most successful companies have incorporated to achieve strategic market advantage. And they outlines the flatter, more flexible and dynamic designs these companies have instituted. *Tomorrow's Organization* describes how to design for the new competitive environment--including customer product structures, design issues in networked organizations, and the structuring of global organizations. The contributors reveal which current practices are most likely to prove of lasting value and offer new ways to manage employees through competency-based pay, the new learning contract, and new approaches to executive development. They also provide guidelines for implementing technology as a critical underpinning of new organizational forms. In an environment characterized by intense and dynamic competition, *Tomorrow's Organization* offers sound solutions to the challenges companies are facing in today's turbulent market place.

About the Author
SUSAN ALBERS MOHRMAN is a senior research scientist at the Center for Effective Organizations (CEO) at the University of Southern California. She has written numerous articles for professional journals and is the coauthor of nine books, including *Designing Team-Based Organizations* (1995) and *Creating High Performance Organizations* (1995), both published by Jossey-Bass. **JAY R. GALBRAITH** is professor of management at the International Institute for Management Development in Lausanne, Switzerland. He is currently on leave from the University of Southern California, where he holds joint appointments as professor of management and organization in the Graduate School of Business and senior research scientist at the Center for Effective Organizations. **EDWARD E. LAWLER III** is founding director of the University of Southern California's Center for Effective Organizations, where he is professor of management and organization in the Marshall School of Business. He is the author of twenty-seven books, including *From the Ground Up* (1996) and *Strategic Pay* (1990), both from Jossey-Bass.