

**The
Economist**



Guide to
**ORGANISATION
DESIGN**

**Creating high-performing and
adaptable enterprises**

NAOMI STANFORD
SECOND EDITION

Guide To Organisation Design Creating High Performing And Adaptable Enterprises The Economist

Roland S. Persson



Guide To Organisation Design Creating High Performing And Adaptable Enterprises The Economist:

Guide to Organisation Design Naomi Stanford, 2007-07-01 Business failure is not limited to start ups In America alone between 1990 and 2000 there were over 6.3 million business start ups and over 5.7 million business shut downs Risk of failure can be greatly reduced through effective organisational design that encourages high performance and adaptability to changing circumstances Organisation design is a straightforward business process but curiously managers rarely talk about it and even more rarely take steps to consciously design or redesign their business for success This new Economist guide explores the five principles of effective organisation design which are that it must be driven by the business strategy and the operating context not by a new IT system a new leader wanting to make an impact or some other non business reason involve holistic thinking about the organisation be for the future rather than for now not to be undertaken lightly it is resource intensive even when going well be seen as a fundamental process not a repair job Racing cars are designed and built They are then kept in good repair The Economist Guide to Organisation Design 2nd Edition Naomi Stanford, 2015-02-26 Thousands of established businesses fail every year because of the way they are organised or re organised Business survival can depend not only on whether its structures and reporting lines meet the needs of the market but also whether they can adapt in the face of a rapidly changing business environment Yet managers seldom talk coherently about structuring or restructuring their operations let alone take a systematic approach to this vital issue Too often companies are restructured for the wrong reasons for example because a new CEO wants to make an impact or to work around a new IT system This revised and updated Economist Guide shows how leaders should think about and implement the design of a company using five easy to use guiding principles Design a company around its strategy and the operating context not for ulterior or non business reasons Think holistically don't restructure just one division without taking into account other operations Consider future markets customers and trends not just what works best now Invest time and resources a redesign can be complicated to implement and must be done without disrupting daily activities and Go back to the basics of how the company operates and its market position this is not a repair job to fix a short term problem *Guide to Organisation Design* Naomi Stanford, The Economist, 2015-04-28 Business failure is not limited to start ups Industry Watch published by BDO Stoy Hayward an accounting firm predicts that 17 043 businesses will fail in the UK in 2006 a further 4 per cent increase from 2005 In America between 1990 and 2000 there were over 6.3 million business start ups and over 5.7 million business shut downs Risk of failure can be greatly reduced through effective organizational design that encourages high performance and adaptability to changing circumstances Organization design is a straightforward business process but curiously managers rarely talk about it and even more rarely take steps to consciously design or redesign their business for success This new Economist guide explores the five principles of effective organization design which are that it must be driven by the business strategy and the operating context not by a new IT system a new leader wanting to make an impact or some other non

business reason involve holistic thinking about the organization be for the future rather than for now not to be undertaken lightly it is resource intensive even when going well be seen as a fundamental process not a repair job Racing cars are designed and built They are then kept in good repair

Consulting Mohan Kancharla, 2016-12-17 A beginner's guide to the world of consulting for firms planning to create a footprint and for fellow professionals aiming to get a foothold in this fascinating space A comprehensive collection of practitioner's insights compiled from experiences ranging from practice creation consultative selling offerings development engagement execution building competencies and mentoring consultants Perspectives covered are across the consulting spectrum from Strategy to Architecture Portfolio Process Governance Infrastructure Outsourcing and Transformation Consulting christened as SAPPGIO T

Complex Systems Design & Management Daniel Krob, Lefei Li, Junchen Yao, Hongjun Zhang, Xinguo Zhang, 2021-04-09 This book contains all refereed papers accepted during the fourth asia pacific edition twelve edition which were merged this year of the CSD M conference that took place in Beijing People's Republic of China by 2021 Mastering complex systems requires an integrated understanding of industrial practices as well as sophisticated theoretical techniques and tools This explains the creation of an annual go between European and Asian forum dedicated to academic researchers industrial actors working on complex industrial systems architecting modeling engineering These proceedings cover the most recent trends in the emerging field of complex systems both from an academic and professional perspective A special focus was put this year on Digital Transformation in Complex Systems Engineering CESAM Community The CSD M series of conferences are organized under the guidance of CESAM Community managed by CESAMES CESAM Community aims in organizing the sharing of good practices in systems architecting and model based systems engineering MBSE and certifying the level of knowledge and proficiency in this field through the CESAM certification The CESAM systems architecting model based systems engineering MBSE certification is especially currently the most disseminated professional certification in the world in this domain through more than 1 000 real complex system development projects on which it was operationally deployed and around 10 000 engineers who were trained on the CESAM framework at international level

The Lean Brain Theory Javier Villalba-Diez, PhD, 2017-11-08 The most complex organization known in the universe is inside of our heads our brain Because organizations are formed by human beings The Lean Brain Theory aims to mimic human brain structure and functionality so as to enable the emergence of brain like organizations in which the neurons are the human beings and the axons ought to be Lean Management oriented behavioral and communication patterns These networks ought to evolve towards brain like configurations that display thinking like processes and ultimately organizational consciousness The Lean Brain Theory offers a quantifiable holistic framework to strategically design any organization as a human brain By embedding complexity into the Strategic Organizational Design SOD and combining this with Lean Management and neuropsychological state of the art knowledge The Lean Brain Theory ends up with the Brain Organization metaphor and makes it possible This idea of

embedding complexity into organizational design is a follow up to the book *The Hoshin Kanri Forest* That book dealt with the methodology of creating forest like topologies The *Lean Brain Theory* aims to set the ground for Lean organizations of the future that embrace both Business Intelligence and Complex Networked Lean Strategic Organizational Design The organization as a super network evolves towards intelligent Human Brain like entity The *Lean Brain Theory* ultimately seeks to integrate an anthropomorphic organizational paradigm with future tendencies of technological advances In this way the brain like organization emerging from it can be regarded as bionic

Collective Employment Relations Debbie Sanders, Joseph Perry, Richard Saundry, 2025-01-28 In an era of rapid technological economic and political change there is a growing awareness of the challenges of income inequality employment insecurity and workplace conflict In this context positive relationships between management and trade unions offer an opportunity to negotiate change and create fairer and more productive workplaces Part of the Palgrave Executive Essentials series this engaging text is the only dedicated resource for executive learners professionals and students of human resources and labour relations providing a strategic management guide to employee relations in the unionised workplace Combining theory with practical examples and tools relating to negotiations with unions and management of a unionised workforce this book is a one stop shop for students instructors and practitioners looking to supplement their understanding of employment relations with hands on knowledge of this vitally important context It includes case studies reflective questions suggested resources and further reading for additional learning It will be a vital resource for executive education courses on employment relations and managing a unionised workforce as well as MBA students and exec MA students as well as the wider practitioner community

International Broadcasting and Its Contested Role in Australian Statecraft Geoff Heriot, 2023-03-14 This book offers an insightful reappraisal of international broadcasting as discursive rather than soft power in service of democratic statecraft This at a time when issues of transnational media the credibility of news and the perils of disinformation and information warfare figure worryingly in public discourse Reflecting the perspective of middle power Australia author Geoff Heriot locates the strategic utility of multiplatform international broadcasting with reference to contemporary theories of soft hard smart power projection and intercultural communication He applies a fresh model of strategic analysis to the political history of Radio Australia examining the various external and internal variables that resulted in its flawed success in political communication during the late Cold War period

Organisational Identity Theo H Veldsman, Dieter Veldsman, 2025-08-03 This book addresses the pressing need for a comprehensive understanding of Organisational Identity OI as essential to building effective viable and credible organisations Its purpose is to provide the reader with insight into OI from a theoretical and practical vantage point using leading OI practices to assist organisations to become identity directed and guided The five primary contributions of the book are an enriched conceptualization of OI grounded in a firm moral base an OI framework that integrates systemic meta theoretical thinking and practice an analysis of OI from the vantage point of the New World of

Work a discussion of VICCAS World related OI themes and a perspective of OI that critically reflects from practice on OI theory Team Topologies, 2nd Edition Matthew Skelton, Manuel Pais, 2025-09-23 The 2nd Edition of the widely successful Team Topologies now updated with new case studies and a new foreword and afterword from the authors Empowered teams augmented by technology are essential for any organization to deliver value continuously and sustainably But how do you build the best team organization for your specific goals culture and needs Team Topologies offers a practical adaptive approach for organizational design and team interactions based on a toolkit that includes empowered teams keen awareness of value streams and information flow the need for decoupling for speed team cognitive load as a key design factor shared language four fundamental team types and three team interaction patterns This proven approach treats teams as the fundamental means of delivery where team structures and communication pathways evolve with technological and organizational maturity In this updated second edition business consultants Matthew Skelton and Manuel Pais enhance their original work with new case studies from multiple industries around the world demonstrating how diverse organizations have successfully implemented these principles and patterns A new foreword from the authors reflects on the global impact and evolution of Team Topologies since its initial publication and hints at what might be next At the heart of the Team Topologies approach remains a dual focus on fast flow avoiding handoffs and other obstacles to the flow of value and a deep understanding of team cognitive load the mental effort required for teams to manage their work effectively By proactively assessing and managing cognitive load in teams organizations can increase customer focus prevent burnout improve delivery capabilities drastically increase staff engagement and enable teams to operate at their best This second edition shares secrets of successful organizational patterns and dynamic team interactions helping readers choose and evolve the right team patterns for their organization ensuring healthy services and optimized value streams Whether you re discovering Team Topologies for the first time or seeking to deepen your existing implementation this comprehensive guide provides the knowledge and tools needed to turn inter team problems into valuable signals for a self steering organization Team Topologies remains a major step forward in organizational design for IT and knowledge work presenting a well defined way for teams to interact and interrelate that helps make the resulting value delivery architecture clearer and more sustainable

Change Management James McCalman, Professor Robert A Paton, Sabina Siebert, 2015-11-23 Now a classic in its field the fourth edition of Change Management A Guide to Effective Implementation continues to offer readers highly practical strategies and step by step guidance for applying different models of change in different organizational scenarios New to the Fourth Edition A third expert author Sabina Siebert bringing a background in sociology and cultural studies An improved structure that consolidates all the existing strengths of the previous editions and separates the book into three parts beginning with chapters assessing The Impact and Definition of Change Implementation and Evaluation of Change and ending with a critical outlook in Change Management A Critical Perspective A wealth of new and richly detailed case studies

with an international and cross cultural scope that draw upon different organization types environments and perspectives for a diverse and global understanding of the current field of change management Two additional chapters on leading change and organisational culture offering unparalleled coverage of managing systems and processes combined with increased emphasis on managing human issues For students taking Change Management courses on Business and Management degrees MBA s specialist masters and healthcare subjects

Rethinking Project Management for a Dynamic and Digital World Darren Dalcher,2022-01-25 Although project management is a newly recognised profession it deals with a number of significant challenges We seem to operate in an unprecedented environment rife with change innovation and turbulence Moreover projects by their very nature tend to push boundaries encourage novelty and demand engagement with the uncertain and the unknown Indeed projects reflect our organised impulse to constantly amend shape improve and refine our context So how can future projects overcome the challenges Rethinking Project Management for a Dynamic and Digital World makes a powerful and original statement equipping project leaders and managers with new approaches and frameworks for an increasingly demanding world where the traditional methods models and mindsets no longer suffice The book explores new trends promising ideas and novel concepts and distils the fundamentals for marshalling a world concerned with people communities and value by deploying innovation rethinking purpose and acting responsibly An increasingly borderless upwardly mobile and entrepreneurial society requires a revamped and revitalised project perspective that is more dynamic adaptive and reflective This volume brings together some of the best writing by leading authorities on many key topics including benchmarking lean quality communicating teams and teamwork followership organising for project work project frameworks agile working project portfolios strategic initiatives strategic alignment trust entrepreneurship putting people first social processes positive organisations rethinking progress the hacker paradigm community stewardship and knowledge management The collection thus offers an invaluable new resource for informed managers looking to engage with the latest thinking and research and for researchers seeking to reflect on how the discipline is changing

The Great Disruption The Economist,Adrian Wooldridge,2015-06-02 The Great Disruption is a collection drawn from Adrian Wooldridge s influential Schumpeter columns in The Economist addressing the causes and profound consequences of the unprecedented disruption of business over the past five years The Great Disruption has many causes The internet is spreading faster than any previous technology Emerging markets are challenging the west s dominance of innovation as well as manufacturing Clever management techniques such as frugal innovation are forcing companies to rethink pricing Robots are advancing from the factory floor into the service sector But these developments are all combining together to shake business life and indeed life in general to its foundations The Great Disruption is producing a new class of winners many of whom are still unfamiliar Asian has more female billionaires and CEOs than Europe for example It is also producing a growing class of losers old fashioned universities that want to continue to operate in the world of talk and chalk companies

that refuse to acknowledge that competition is now at warp speed and business people who think that we still live in the world of company man. It is forcing everybody to adapt or die. Workers realize that they will have to jump from job to job and indeed from career to career and institutions realize that they need to remain adaptable and flexible. The Great Disruption is all the more testing because it coincides with the Great Stagnation. The financial crisis has not only reduced most people's living standards in the west. It has also revealed that the boom years of 2000-2007 were built on credit. Individuals and governments were borrowing money to pay for lifestyles that no longer had any real justification. Employees are having to cope with unprecedented change at a time when they are also seeing their incomes flat or declining. Companies are having to respond to revolutionary innovations even as they are seeing their overall markets contract. We are all having to run faster in order to stay in the same place. This book begins with a long introduction explaining the thesis of the book and setting it in a broad historical context. It will also introduce readers to Joseph Schumpeter and explain why his ideas about creative destruction are particularly valuable today.

Organizational Change Explained Sarah Coleman, Bob Thomas, 2017-02-03

The best way to learn how to navigate change successfully is to look at practical examples of change management programmes. *Organizational Change Explained* shares stories and insights from experienced change practitioners so professionals can reflect on their own work, respond critically to what others have done and take away new tools and techniques to apply to their own change management practice. The book includes a range of cases from different sectors and countries including GlaxoSmithKline and the NHS to offer insights no matter the scale of the change management programme. Organized around central themes such as shaping and design, change leadership and communication and engagement, *Organizational Change Explained* presents each case alongside an introduction, conclusion, list of key learning points, questions for reflection and sources of further reading. The book is invaluable to anyone tasked with leading or managing change within their teams, projects, departments or divisions, whether at local level or across geographic locations, countries and cultures.

Organisational Psychology Julia Yates, Lara Zibarras, Lynsey Mahmood, 2023-12-01

Organisational Psychology offers an accessible, engaging and practical introduction to this fascinating discipline. It explores the latest thinking, reveals surprising truths about the way we work and explains how to craft a successful and fulfilling career in the field. Organisational psychology is a complex and dynamic field that focuses on human behaviour in the workplace and explores how individuals, groups and organisations function. Structured in three parts, the book combines an overview of the field with effective advice on how to become a successful organisational psychologist. It offers a deep dive into the British Psychological Society's five core areas of organisational psychology: Psychological Assessment at Work, Learning, Training and Development, Leadership, Engagement and Motivation, Well-being and Work, and Work Design. *Organisational Change and Development* chapters include key academic and theoretical concepts, practical applications, future directions for the field, key learning points and further reading. Written by highly qualified experts in the field, this text is ideal for both

undergraduate and postgraduate students taking programmes or modules in organisational psychology or related topics including work and business psychology and human resources as well as human resources practitioners This text will also be valuable for anyone interested in understanding how organisations function and the best ways to allow individuals and organisations to survive thrive and flourish Organizational Design in a Complex and Unstable World Jens O.

Meissner, Michael Heike, Daniel Sigrist, 2024-09-02 Organizations of all kinds create a sense of purpose and sometimes incomparable performance that individuals cannot achieve alone This textbook examines the developments and changes that organizations should make in order to be successful in today s complex organizational environment The authors explain various models and concepts of organizational design highlight the important role played by agile management and self organization and reflect on the consequences these concepts have for practical organizational work The necessary organizational development can only be meaningfully and successfully implemented with consideration of the existing corporate culture and knowledge of the fundamentals of knowledge management so these are also taught in the textbook The overarching goal of organizational design is to promote the organization s resilience to crises After laying the foundations for this the penultimate chapter is dedicated to the aspect of resilience followed by an outlook for the future The didactic structure of the textbook includes learning objectives practical examples and case studies as well as learning comprehension questions and the opportunity to test your own knowledge with the Springer Nature Flashcards This textbook has been recommended and developed for university courses in Germany Austria and Switzerland Project Politics Nita A.

Martin, 2016-04-08 The ability of individuals to work together to facilitate the delivery of a project can be a major factor in determining its success By misinterpreting or even missing the signs of underlying political issues a project manager will struggle to deliver projects successfully Project Politics provides a framework for solving political concerns through the effective management of complex relationships Nita Martin s structured approach will raise awareness and improve your ability to manage issues in the workplace She shows that once you recognize the problems and take politics in your stride you can successfully manage such environments The first part of Project Politics presents theoretical concepts of human behaviour as a basis for structuring observations and understanding why people behave the way they do The second follows the familiar project life cycle Each project stage is considered in turn and numerous case studies are presented with analyses that draw upon the concepts presented in Part I Nita Martin uses psychology influence behaviour and communication models gives guidance on putting theory into practice and points out typical political situations throughout For all management professionals who recognize the importance of politics in the workplace and wish to be armed with the tools to make a difference Project Politics will provide the foundation *ICICKM2012-Proceedings of the 9th International Conference on Intellectual Capital, Knowledge Management and Organisational Learning* Fernando Chaparro, 2012

Digital Solutions Olivier Serrat, 2022-12-14 This book acts as a valuable quick access resource on the challenges and opportunities that the

digital age presents to organizational leadership Balanced comprehensive and thought provoking the book will be useful to professionals and practitioners The book broadly follows a macro meso and micro approach to argumentation and is best read from beginning to end The book synthesizes the historical context of technological revolutions and reflects on first order results from enhanced use of information and communication technology in organizations considers second level impacts from information and communication technology on economy society work and the very act of organizing maps out core concepts of agility and principles that leaders should honor to exploit agility in newfound workforce ecosystems showcases emerging leadership behaviors and mindsets and specifies the good practice needed to plan and lead digital strategies The book invites reference to the author s popular Knowledge Solutions Tools Methods and Approaches to Drive Organizational Performance 2017 and the more recent Leading Solutions Essays in Business Psychology 2021 which it both rests on and extends *Agility and Function, Or Rule-ridden Management and Structural Slavery?* Roland S. Persson, 2022 Despite its ubiquity few outside the corridors of power are concerned with policy its meaning and purpose It is not uncommon that policies are in various ways dysfunctional and characterised by magical thinking rather than fact and reason If they do function what signifies good policy If they do not why are they still increasing in numbers Departing from well known facts of human social evolution this book explains why flawed policy tends to generate a host of problems and how this is tied to political inertia and ultimately also to the UN s Sustainability Agenda This is in jeopardy because of politicians somewhat magical policy making Given that some of the challenges the World is facing can be resolved by well designed policies a proposal is made how policy makers must think when creating policy in line with human nature

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