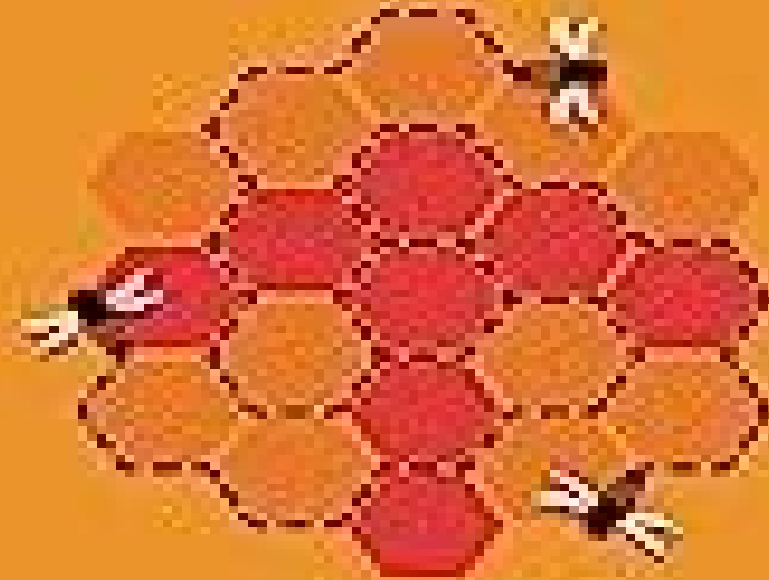


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**ORGANISATION
DESIGN**

Creating high-performing and
adaptable organisations

MARK HARTONO
with David Foray

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

Naomi Stanford



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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 *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 *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

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

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

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

ICICKM2012-Proceedings of the 9th International Conference on Intellectual Capital, Knowledge Management and Organisational Learning Fernando Chaparro, 2012

ICT Innovations 2010 Marjan Gusev, Pece Mitrevski, 2011-03-01 This book constitutes the refereed proceedings of the Second International Conference ICT Innovations 2010 held in Ohrid Macedonia in September 2010 The 33 revised papers presented together with 5 invited papers were carefully reviewed and selected The papers address the following topics internet applications and services artificial intelligence bioinformatics internet mobile and wireless technologies multimedia information systems computer networks computer security e business cryptography high performance computing social networks e government as well as GPU computing

Team Topologies Matthew Skelton, Manuel Pais, 2023-11-28 Mit gut geplanten Teamstrukturen die Softwareentwicklung nachhaltig beschleunigen International richtungsweisende Methode um leistungsfähige Teams zu formen Anwendbares Praxiswissen Wie Sie funktionierende Teamgrenzen bestimmen und Team APIs entwerfen Kombiband Enthält neben dem Hauptwerk Team Topologies das Workbook zur Interaktion verteilter arbeitender Teams Effektive Softwareteams sind für jedes Unternehmen unerlässlich um kontinuierlich und nachhaltig Werte zu schaffen Team Topologies ist ein praktisches schrittweise anpassbares Modell für die Gestaltung von Organisationen und die Interaktion von Teams Es basiert auf vier Teamtypen und drei Formen der Teaminteraktion und versteht Teams als entscheidenden Faktor der Wertschöpfung Mit der technologischen und organisatorischen Reife einer Organisation werden

sich Teamstrukturen und Kommunikationswege kontinuierlich weiterentwickeln Im Bestseller Team Topologies pr sentieren die IT Berater Matthew Skelton und Manuel Pais eine grundlegende Weiterentwicklung des Organisationsdesigns f r die Entwicklung von Software Anhand von Fallstudien und Beispielen aus der Industrie beschreiben sie eine klar definierte Vorgehensweise f r die Interaktion und das Zusammenwirken von Teams Ihre Methode tr gt entscheidend dazu bei die Architektur von Software klarer und nachhaltiger zu gestalten und Probleme zwischen Teams in wertvolle Signale f r eine sich selbst lenkende Organisation zu verwandeln Verstehen Sie das Conway sche Gesetz und seine Bedeutung Vereinfachen Sie mit vier Teamtypen die Organisation moderner Softwareteams Gestalten Sie Teamgrenzen und APIs und reduzieren Sie die kognitive Belastung Ihrer Entwicklungsteams Verbessern Sie durch drei Formen der Interaktion die Bereitstellung von Software Nutzen Sie den Betrieb der Software als sensorischen Input zur Selbststeuerung Ihrer Organisation

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

Leading Organizations of the Future Olivier Serrat, 2023-12-27 This book delves into uncharted territory offering an extensive exploration of the future of organizations and how they should be led In a world characterized by volatility uncertainty complexity and ambiguity VUCA traditional organizational paradigms no longer suffice Instead this book introduces a visionary framework for the leadership of tomorrow s organizations one that adapts to the unique demands of each situation Drawing on insights from interviews with 12 subject matter experts this research driven work challenges the relevance of twentieth century leadership styles in the VUCA era The experts highlight the importance of metagovernance complexity leadership and sense making as essential components of navigating the ever evolving landscape of modern organizations

Central to this exploration is the question of how to develop a context specific leadership management framework capable of guiding organizations through simple complicated complex and chaotic contexts This book not only identifies the pressing need for such a framework but also provides a comprehensive blueprint for its creation This book is a valuable resource for those who wish to understand the future of organizational leadership and how it can adapt to the challenges and opportunities of the twenty first century It not only reshapes the current understanding of leadership but also offers practical insights that will shape the organizations of the future

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

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

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

HR Management Beatrice Manzoni, Martina Raffaglio, 2014-10-08T00:00:00+02:00 Sostegno alla motivazione gestione del talento e sviluppo dell innovazione sono oggi le priorit assegnate alla funzione HR ma nella loro attuazione che risiede la sfida maggiore per chi si occupa di risorse umane Il libro raccoglie questa sfida a beneficio di tutti coloro che la affrontano quotidianamente focalizzando l'attenzione sui temi pi caldi che interessano i principali processi di gestione delle persone Come parlare di selezione in tempi di crisi senza sembrare fuori luogo Come promuovere il cambiamento da una cultura incentrata sulla valutazione della performance a una incentrata sulla sua gestione a tutto tondo possibile progettare le carriere in un contesto di importanti ristrutturazioni Ha senso investire in formazione e per chi Quali sono i motivi della crescita esponenziale del coaching e come utilizzarlo efficacemente Che cosa si intende davvero per total reward nella pratica quotidiana Come valorizzare le diversit delle persone in azienda A fare da sfondo al dibattito sono le esigenze di una ri progettazione organizzativa flessibile e adattiva e le riforme legislative che investono il mercato del lavoro In un intreccio proficuo fra teoria e pratica il volume risponde alle domande dando voce a esperti e professionisti HR che adottano gli stessi processi con ottiche differenziate e offre al lettore la possibilit di confrontarsi capitolo per capitolo con i progetti di aziende come Altran AXA Danone EY Intesa Sanpaolo Lincoln Electric Loccioni Geox GFT Michelin Prysmian RSA Starwood e Vodafone

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

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

DISEÑO, TRANSFORMACIÓN Y CAMBIO EN LAS ORGANIZACIONES Luis Felipe Toro Dupouy, 2024-04-02 Dise ño transformaci ñ y cambio en las organizaciones analiza los pilares esenciales que permiten alcanzar el m ximo rendimiento en el competitivo panorama empresarial actual el dise ño organizacional moderno la gesti ñ del cambio proactiva y la atenci ñ al bienestar Luis F Toro estructura estos pilares en dos partes centr ndose en la primera en el dise ño y la transformaci ñ para analizar despu s la gesti ñ del cambio El dise ño organizacional es clave para impulsar el rendimiento y alcanzar objetivos estrat gicos en el competitivo mundo empresarial Al alinear todos los elementos de la organizaci ñ se logra una estructura interna que define roles reduce la ambigüedad y motiva a los empleados para alcanzar niveles superiores de desempe ño En este entorno dinámico y globalizado las estructuras tradicionales han evolucionado La gesti ñ del cambio se presenta como una necesidad ineludible donde los directivos son agentes de transformaci ñ Cierra la primera parte preocup ndose de la conducta del empleado y la segunda de la gesti ñ del estr s laboral que a menudo se ha visto como un mal necesario pero tiene repercusiones negativas en la operatividad empresarial Es esencial crear un ambiente laboral saludable ajustando la carga de trabajo dise ñando roles significativos y fomentando la participaci ñ en la toma de decisiones ndice PARTE I Estructura y dise ño organizacional Qu es la estructura y el dise ño organizacional Dimensiones b sicas del dise ño organizacional Configuraciones estructurales Evoluci ñ en las opciones de dise ño Modelo org nico versus mecan stico Variables contextuales Influencias actuales en el dise ño organizacional Dise ño organizacional y conducta de los empleados PARTE II Gesti ñ del cambio en las organizaciones Gesti ñ del cambio Fuerzas del cambio en las organizaciones La figura del agente de cambio El proceso de cambio organizacional Desarrollo organizacional Gesti ñ del estr s en las organizaciones Conclusiones Bibliograf a

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Introduction

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