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Agile It Organization Design For Digital Transformation And Continuous Delivery

Revised edition of the author's Organization design, 2014. Structured around Jay Galbraith's famed "Star Model", the book explores the five interrelated elements of organization design: strategy, structure, processes, rewards, and people, and uses these factors to advise students on how to be effective when designing and redesigning organizations. Anderson blends classic and contemporary theories with cutting-edge research and new literature reviews to provide students with a well-rounded perspective on organization design. He also prepares students for the modern workplace

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by promoting the importance of strategy and agility in organization design, this is covered in the chapter on Reorganizing, Managing Change, and Transitions, which explores the challenges of changing an existing design and best practices for managing change. Each chapter features a 'Global Considerations' section that highlights international issues in organization design, and all other content is supported by real-world case studies and exercises, providing students with practical opportunities to develop their skills. There is a stand-alone "Organization design simulation activity" at the back of the book which puts students in the role of a design practitioner, this can be reused throughout a course and adapted to include the specific concepts and ideas that a student has covered. The

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book is supported by online resources for instructors, including Test banks, PowerPoint slides, Multimedia content, free SAGE journal content, case notes, and discussion questions for the classroom Suitable reading for students of organizational theory, and organization design & development.

Utilize a set of practical guidelines to help your Agile organization elevate software design quality as an important business driver to achieve customer satisfaction and, ultimately, higher revenue for your company. This is the first book to focus on a holistic quality view—what it is and how it links to overall business enhancements. The real-world examples used in this book allow you to learn and apply similar strategies and guidelines to help create a

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quality blueprint for your organization. Five pillars of quality are defined that can be used for any industry and, once internalized, can serve as a set of tools to continuously improve and measure the key factors impacting quality. What You'll Learn Be aware of the key elements in any transformation that involves culture Link quality and business outcomes Understand quality and its holistic definition and why continuous improvement is still a relevant approach in enhancing quality Follow guidelines with specific examples that can be applied to any product release in any type of industry to improve quality and enhance Agile processes Utilize relevant metrics to measure and continuously improve to make incremental positive changes Who This Book Is For Individuals at various levels in

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organizations—from Agile scrum teams, all the way up to executive leadership

This book examines the paradigm of the engineering design process. The author discusses agile systems and engineering design. The book captures the entire design process (function bases), context, and requirements to affect real reuse. It provides a methodology for an engineering design process foundation for modern and future systems design. Captures design patterns with context for actual Systems Engineering Design Reuse and contains a new paradigm in Design Knowledge Management.

Learning to Thrive with Self-Managing Teams
EDGE

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The Great ScrumMaster

Data-Driven Organization Design

A Leader's Guide to Harnessing Complexity

Lean Enterprise

Agile It Organization Design

Networked, Scaled, and Agile

Design has become the key link between users and today's complex and rapidly evolving digital experiences, and designers are starting to be included in strategic conversations about the products and services that enterprises ultimately deliver. This has led to companies building in-house digital/experience design teams at unprecedented rates, but many of them don't understand how to get the most out of

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their investment. This practical guide provides guidelines for creating and leading design teams within your organization, and explores ways to use design as part of broader strategic planning. You'll discover: Why design's role has evolved in the digital age How to infuse design into every product and service experience The 12 qualities of effective design organizations How to structure your design team through a Centralized Partnership Design team roles and evolution The process of recruiting and hiring designers How to manage your design team and promote professional growth The proven, effective strategy for reinventing your business in the age of ever-present disruption Disruption by digital technologies? That's not a new story. But what is new is the

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"wise pivot," a replicable strategy for harnessing disruption to survive, grow, and be relevant to the future. It's a strategy for perpetual reinvention across the old, now, and new elements of any business. Rapid recent advances in technology are forcing leaders in every business to rethink long-held beliefs about how to adapt to emerging technologies and new markets. What has become abundantly clear: in the digital age, conventional wisdom about business transformation no longer works, if it ever did. Based on Accenture's own experience of reinventing itself in the face of disruption, the company's real world client work, and a rigorous two-year study of thousands of businesses across 30 industries, Pivot to the Future reveals methodical and bold moves for finding and

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releasing new sources of trapped value-unlocked by bridging the gap between what is technologically possible and how technologies are being used. The freed value enables companies to simultaneously reinvent their legacy, and current and new businesses. Pivot to the Future is for leaders who seek to turn the existential threats of today and tomorrow into sustainable growth, with the courage to understand that a wise pivot strategy is not a one-time event, but a commitment to a future of perpetual reinvention, where one pivot is followed by the next and the next.

Enable your employees to work laterally and make faster, better decisions by designing an organization that can respond to the business challenges of global integration, digital

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transformation and marketing.

Given today's context of tough change, organizations need to be able to innovate as well as develop and implement strategy quickly and efficiently. The key to this is agility - a set of capabilities that can help organizations to rapidly adapt to changing circumstances. At the same time, resilience is also essential if benefits are going to endure over the longer term and if employees are to be kept on board. The Agile Organization focuses on how to build both agility and resilience at individual, team and organizational levels. It draws on a wealth of research, including the lived experience and learning of managers and HR and organization development (OD) professionals to show how it is possible to

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'square the circle', becoming more sustainably agile while also enhancing employee engagement and resilience. The Agile Organization showcases the latest thinking - new organizational models, ground-breaking themes and case studies - that illustrate how organizations are addressing the challenge of developing organizational agility. Packed with helpful checklists and practice pointers, this book is a 'go to' guide for senior leaders and managers, HR and OD specialists who want to help bring about organizational transformation and create the new resiliently agile 'business as usual'.

Org Design for Design Orgs

Teams, Organizations and Society under Reconstruction?

Winning the Race to Business Agility

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Building the Agile Enterprise

The Agile Leader

Agile IT Organization Design

Agile People

Value-Driven Digital Transformation

Design IT Organizations for Agility at Scale Aspiring digital businesses need overall IT agility, not just development team agility. In Agile IT Organization Design , IT management consultant and ThoughtWorks veteran Sriram Narayan shows how to infuse agility throughout your organization. Drawing on more than fifteen years ' experience working with enterprise clients in IT-intensive industries, he introduces an agile approach to “ Business – IT Effectiveness ” that is as practical as it is valuable. The author shows how structural, political,

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operational, and cultural facets of organization design influence overall IT agility—and how you can promote better collaboration across diverse functions, from sales and marketing to product development, and engineering to IT operations. Through real examples, he helps you evaluate and improve organization designs that enhance autonomy, mastery, and purpose: the key ingredients for a highly motivated workforce. You ' ll find “ close range ” coverage of team design, accountability, alignment, project finance, tooling, metrics, organizational norms, communication, and culture. For each, you ' ll gain a deeper understanding of where your organization stands, and clear direction for making improvements. Ready to optimize the performance of your IT organization or digital business? Here are practical solutions for the long term, and for right now. Govern for value over predictability Organize for responsiveness, not lowest cost

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Clarify accountability for outcomes and for decisions along the way
Strengthen the alignment of autonomous teams Move beyond project teams to capability teams Break down tool-induced silos Choose financial practices that are free of harmful side effects Create and retain great teams despite today ' s “ talent crunch ” Reform metrics to promote (not prevent) agility Evolve culture through improvements to structure, practices, and leadership—and careful, deliberate interventions

Practical Guidance and Inspiration for Launching, Sustaining, or Improving Any Agile Enterprise Transformation Initiative As long-time competitive advantages disappear, astute executives and change agents know they must achieve true agile transformation. In *Unlocking Agility*, Jorgen Hesselberg reveals what works, what doesn't, and how to overcome the daunting obstacles. Distilling 10+ years of experience

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leading agile transformation in the enterprise, Hesselberg guides you on jumpstarting change, sustaining momentum, and executing superbly on customer commitments as you move forward. He helps you identify appropriate roles for consultants, optimize organizational structures, set realistic expectations, and measure against them. He shares first-hand accounts from pioneering transformation leaders at firms including Intel, Nokia, Salesforce.com, Spotify, and many more.

- Balance building the right thing, the right way, at the right speed
- Design a holistic transformation strategy using five dimensions of agility: Technology, Organizational Design, People, Leadership, and Culture
- Promote agile skills, knowledge, and abilities throughout your workforce
- Incorporate powerful leadership models, including Level 5, Teal, and Beyond Budgeting
- Leverage business agility metrics to affect norms and change organizational culture
- Establish your

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Agile Working Group, the engine of agile transformation - Define operating models and strategic roadmaps for unlocking agility, and track your progress You already know agile transformation is essential. Now, discover how to customize your strategy, execute on it in your environment, and achieve it.

Agile It Organization Design Why Digital Transformation and Continuous Delivery Efforts Need It Addison-Wesley Professional Being Agile is your roadmap to successfully transforming your organization to an Agile culture. Veteran agile coach Mario Moreira teaches new adopters how to implement a robust Agile framework to derive from it the maximum business benefit in terms of customer value, revenue, and employee engagement. Agile is a ubiquitous watchword in the corporate world, but only a minority of companies understand and practice what they pay lip service to. Too many

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content themselves with half-baked approximations such as Fragile (fragile Agile), ScrumBut (Scrum but not the practices), and Scrum Fall (mini-waterfalls in the sprints). Moreira shows maturing early adopters how to bridge the chasm between going through the motions of doing Agile and genuinely being Agile. After a high-level synopsis of Agile ' s values and principles, methodologies (including Scrum, Kanban, DSDM, Leam, VFQ, and XP), and roles, Moreira plunges into the nitty-gritty of how to apply the ready, implement, coach, and hone (RICH) deployment model to all phases of a project in such a way as to embody and inculcate agile values and principles at the team level and promote agile transformation across your organization's culture.

Agility.X

Overcoming Stumbling Blocks and Building an Organization That

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Works

Five Ways to Activate a Global Operation Model

How to Build an Engaged, Innovative and Resilient Business

Killing Complexity for a Lean and Agile Organization

Team Topologies

Escaping the Build Trap

Creating Agile and Effective Leaders, Teams, and Organizations

An introduction to Agile development from a business perspective. This book contains practical real-world advice from over 30 coaches, executives, developers and managers who are actively using Agile in their

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organizations and helping others achieve Agility.

Design Agile IT Organizations to Improve Teamwork, Accountability, Alignment, and Business Performance
Aspiring digital businesses need overall IT agility, not just development team agility. In Agile IT Organization Design, IT management consultant and ThoughtWorks veteran Sriram Narayan shows how to infuse agility throughout your organization.

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Drawing on more than fifteen years working with enterprise clients in IT-intensive industries, he introduces an agile approach to "Business--IT Effectiveness" that is as practical as it is valuable. Sriram shows how structural, political, operational, and cultural facets of organization design influence overall IT agility-and how you can promote better collaboration across diverse functions, from sales and marketing to product development,

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and engineering to IT operations. Through real examples, he helps you evaluate and improve organization designs that enhance autonomy, mastery, and purpose: the key ingredients for a highly motivated workforce. You'll find "close range" coverage of team design, accountability, alignment, project finance, tooling, metrics, organizational norms, communication, and culture. For each, you'll gain a deeper understanding of where your

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organization stands, and clear direction for making improvements. Ready to optimize the performance of your IT organization or digital business? Here are practical solutions for the long term, and for right now. Govern for value over predictability Organize for responsiveness, not lowest cost Clarify accountability for outcomes and for decisions along the way Strengthen the alignment of autonomous teams Move beyond project

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teams to capability teams Choose financial practices that are free of harmful side effects Create and retain great teams despite today's "talent crunch" Break down tool-induced silos Reform metrics to promote (not prevent) agility Evolve culture through improvements to structure, practices, and leadership-and careful, deliberate interventions

This is the eBook of the printed book and may not include any media, website

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access codes, or print supplements that may come packaged with the bound book. The Fast, Focused, Practical Guide to Excellence with Scrum The Great ScrumMaster: #ScrumMasterWay is your complete guide to becoming an exceptionally effective ScrumMaster and using Scrum to dramatically improve team and organizational performance. Easy to digest and highly visual, you can read it in a weekend...and use it for an entire career. Drawing on 15 years

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of pioneering experience implementing Agile and Scrum and helping others do so, Zuzana Šochová guides you step by step through all key facets of success as a ScrumMaster in any context. Šochová reviews the ScrumMaster's responsibilities, introduces her powerful State of Mind model and #ScrumMasterWay approach, and teaches crucial metaskills that every ScrumMaster needs. Learn how to build more effective teams, manage change in

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Agile environments, and take full advantage of the immensely powerful ScrumMaster toolbox. Throughout, Šochová illuminates each concept with practical, proven examples that show how to move from idea to successful execution. Understand the ScrumMaster's key role in creating high-performance self-organizing teams Master all components of the ScrumMaster State of Mind: teaching/mentoring, removing impediments, facilitation, and coaching

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Operate effectively as a ScrumMaster at all levels: team, relationships, and the entire system Sharpen key ScrumMaster cognitive strategies and core competencies Build great teams, and improve teams that are currently dysfunctional Drive deeper change in a safer environment with better support for those affected Make the most of Shu Ha Ri, System Rule, Root Cause Analysis, Impact Mapping, and other ScrumMaster tools Whether you're a long-

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time Certified ScrumMaster (CSM) or participating in your first Scrum project, this guide will help you leverage world-class insight in all you do and get the outstanding results you're looking for. Register your product at informit.com/register for convenient access to downloads, updates, and corrections as they become available

How well does your organization respond to changing market conditions, customer

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needs, and emerging technologies when building software-based products? This practical guide presents Lean and Agile principles and patterns to help you move fast at scale—and demonstrates why and how to apply these paradigms throughout your organization, rather than with just one department or team. Through case studies, you'll learn how successful enterprises have rethought everything from governance and financial management to systems

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architecture and organizational culture in the pursuit of radically improved performance. Discover how Lean focuses on people and teamwork at every level, in contrast to traditional management practices Approach problem-solving experimentally by exploring solutions, testing assumptions, and getting feedback from real users Lead and manage large-scale programs in a way that empowers employees, increases the speed and quality of delivery, and

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lowers costs Learn how to implement ideas from the DevOps and Lean Startup movements even in complex, regulated environments

The Language, Structure, and Culture of the Agile Enterprise

Building and Managing In-House Design Teams

#ScrumMasterWay

**Why Digital Transformation and Continuous Delivery Efforts Need It
How to Build an Innovative, Sustainable**

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and Resilient Business

Response Ability

From Informal Networks to Complex

Effects and Agility

A Design Strategy for Complex

Organizations

Agile has the power to transform work--but only if it's implemented the right way. For decades business leaders have been painfully aware of a huge chasm: They aspire to create nimble, flexible enterprises. But their day-to-day reality is silos, sluggish processes, and stalled innovation. Today, agile is hailed as the essential bridge across this chasm, with

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the potential to transform a company and catapult it to the head of the pack. Not so fast. In this clear-eyed, indispensable book, Bain & Company thought leader Darrell Rigby and his colleagues Sarah Elk and Steve Berez provide a much-needed reality check. They dispel the myths and misconceptions that have accompanied agile's rise to prominence--the idea that it can reshape an organization all at once, for instance, or that it should be used in every function and for all types of work. They illustrate that agile teams can indeed be powerful, making people's jobs more rewarding and turbocharging innovation, but such results are possible only if the method is fully understood and implemented the right way. The key,

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they argue, is balance. Every organization must optimize and tightly control some of its operations, and at the same time innovate. Agile, done well, enables vigorous innovation without sacrificing the efficiency and reliability essential to traditional operations. The authors break down how agile really works, show what not to do, and explain the crucial importance of scaling agile properly in order to reap its full benefit. They then lay out a road map for leading the transition to a truly agile enterprise. Agile isn't a goal in itself; it's a means to becoming a high-performance operation. Doing Agile Right is a must-have guide for any company trying to make the transition--or trying to sustain high agility.

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The parameters of competition in business today are changing -- big does not necessarily beat small anymore; fast is beating slow. Agility, speed, and flexibility are the key elements of a successful strategy and execution in the corporate world as well as in government agencies, health care, and education.. How well will your firm execute its strategy? What barriers exist that inhibit your execution? Are you keeping one eye on tomorrow's customers, while you manage those of today? These are all key questions as we strive to deliver value on an ongoing basis. Simple: Killing Complexity for a Lean and Agile Organization is about agility and simplicity, in which achieving simplicity comes from a

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focus on the customer. Agility begins with planning, and leadership teams must develop decent vision. Generally, leaders know what they want to do, but many organizations break down, however, I when trying to implement the action plan. With over 25 years of industry, teaching, and consulting experience, the author illustrates how organizations can: Recognize who their true customers are, and appreciate what those customers want Begin to eliminate the products, services, processes and 'work' that gets in the way of delivering value to those customers Focus people and processes towards value creation, even in what are perceived as non-customer centric operations Avoid brand

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confusion and the 'all things to all people' mentality. The complexities of managing in today's world both obscures decision making and layers on challenges that bog an organization down, preventing leadership from understanding what their customers want. By understanding who those customers are, and what they want, leaders can focus innovation strategy and projects in ways that deliver sustainable value. Even in not-for-profit and government agencies, executing in an aligned organization can become the profitable standard business process.

An unstoppable business revolution is under way--and it is Agile. Sparking dramatic improvements

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in quality, innovation, and speed-to-market, the Agile movement has helped companies both large and small learn to connect everyone and everything . . . all the time. With rapidly evolving consumer needs and technology that is that is being updated quicker than ever before, businesses are recognizing how vitally essential it is adapt. And adapt quickly. The Agile movement enables a team, unit, or enterprise to nimbly acclimate and upgrade products and services to meet these constantly changing needs. Filled with examples from every sector, The Age of Agile helps readers:

- Master the three laws of Agile Management (team, customer, network)
- Embrace the new mindset
- Overcome constraints

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Employ meaningful metrics • Make the entire organization Agile • And more! Companies don't need to be born Agile. With the groundbreaking formulas laid out in this book, even global giants can learn to act entrepreneurially. Your company's future may depend on it!

The Agile movement provides real, actionable answers to the question that keeps many company leaders awake at night: How do we stay successful in a fast-changing and unpredictable world? Agile has already transformed how modern companies build and deliver software. This practical book demonstrates how entire organizations—from product managers and engineers to marketers and

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executives—can put Agile to work. Author Matt LeMay explains Agile in clear, jargon-free terms and provides concrete and actionable steps to help any team put its values and principles into practice. Examples from a wide variety of organizations, including small nonprofits and global financial enterprises, bring to life the on-the-ground realities of Agile across industries and functions. Understand exactly what Agile is and why it matters Use Agile to address your organization's specific needs and goals Take customer centricity from theory into practice Stop wasting time in "report and critique" meetings and start making better decisions Create a harmonious cycle of learning, collaborating, and

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delivering Learn from Agile experts at companies like IBM, Spotify, and Coca-Cola

How to Survive the Organizational Revolution

Creating Strategic & Agile Organizations

Agile Leadership Toolkit

Leading Organization Design

Systems Engineering Agile Design Methodologies

For Digital Transformation and Continuous Delivery

Transformation Without Chaos

An Insider's Guide to Agile Enterprise Transformation

To stay competitive in today's market, organizations need to adopt a culture of customer-centric practices that focus on

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outcomes rather than outputs. Companies that live and die by outputs often fall into the "build trap," cranking out features to meet their schedule rather than the customer's needs. In this book, Melissa Perri explains how laying the foundation for great product management can help companies solve real customer problems while achieving business goals. By understanding how to communicate and collaborate within a company structure, you can create a product culture that benefits both the business and the customer. You'll learn product management principles that can be applied to any

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organization, big or small. In five parts, this book explores: Why organizations ship features rather than cultivate the value those features represent How to set up a product organization that scales How product strategy connects a company's vision and economic outcomes back to the product activities How to identify and pursue the right opportunities for producing value through an iterative product framework How to build a culture focused on successful outcomes over outputs

Praise for Leading Organization Design "Sheds light on the challenges of organization design in

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a complex enterprise and more importantly provides an insightful and practical roadmap for business decisions." —Randy MacDonald, SVP, human resources, IBM "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

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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

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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

"Mastering the Cube" skillfully lays out proven organization design principles. Comparing

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today's complex organizations to a Rubik's Cube, the authors explain how focusing improvement efforts on just one or two facets of the organization is akin to concentrating on just one side of the cube. Doing so is bound to affect-and more likely jumble-the other areas needed to generate a healthy and sustainable organization. They advocate stepping back and taking a systems-wide, comprehensive view of change and bringing all elements into alignment with strategy. They describe eight common beliefs and missteps that cause leaders to stumble, and they offer eight building blocks to effectively

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orchestrate complex organizational change. Written for both business leaders and their change partners in human resources, organization effectiveness, organization design, strategy, information technology, and process or continuous improvement (e.g., Lean Six Sigma), the book offers practical wisdom to help readers develop a shared perspective on organization design and achieve positive business results. It also outlines key principles and concepts for leading effective organization alignment-and moving your organization into a productive, rewarding future. Whether the transformation

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before you involves restructuring, consolidations, or mergers and acquisitions, this resource provides the guidance you'll need to become skilled in the important, real work of strategic organizational alignment. "This is a great step-by-step how-to manual on defining and changing the design of your company. If you're facing such challenges and have only time to read one thing, read this. It is omniscient, efficient and sufficient." --Clayton Christensen, Professor, Harvard Business School "A must read for C-Suite execs interested in cutting the fat and preserving the muscle. Mastering the Cube:

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Overcoming Stumbling Blocks and Building an Organization that Works is a blueprint for smart, engaging cost reduction and efficiency no matter the circumstances." --Joe Nothwang, President, Rentals and Leasing, the Americas and Asia, Hertz Corporation "The 8 stumbling blocks are an excellent reminder of the all-too-often misguided approach and beliefs at play within businesses tackling organization transformation and change. Mastering the Cube offers thoughtful and practical wisdom and techniques for any leader who seeks to ensure that the organization design efforts they undertake are

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aligned with strategy and result in sustainable business impact." --Angela S. Lalor, Senior Vice President, Human Resources, Danaher "This book doesn't sugar coat the tough choices with which organization leaders are confronted For those who have the courage to move forward, " Mastering the Cube "is a practical and valuable guide to aligning organization "choices" to strategy. I found the guidance equally applicable to all types of organizations: for-profit, government, and non-profit." --Ann R. Henry, Vice President, Global Operations, Cisco Capital Mastering the Cube "is a guide organization

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architects can use to maneuver through the critical steps to produce an organization that works. Nicely done." --Larry Costello, Executive Vice President and Chief Human Resource Officer, Tyco International

AlignOrg Solutions is an international consultancy serving enterprises of all sizes and types to clarify strategy, align organizational choices, build organization capabilities, manage and implement change, and develop alignment leadership. The firm offers a high-engagement approach, exceptional alignment tools, and hard-won expertise in leading organization transformation projects.

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They are respected worldwide for helping leaders and their change partners align the choices in their organizations with a differentiated strategy for future success. Today's world is complex, fast-changing, and radically unpredictable. Fixed, hierarchical organisations can't survive in a world like that: only radically agile organisations with more local autonomy, more widely-distributed decision-making, and strongly shared goals can succeed. Those organisations need to be managed in radically different ways. Agile leaders find their strength not in positional power, but in their

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ability to leverage influence. They recognise the critical roles of culture and organisational design, and have transformed their own mindsets to handle complexity and be comfortable with leading a "flotilla of autonomous boats" rather than one huge "tanker." In *The Agile Leader*, world-renowned agile leadership consultant Zuzana Sochová teaches the skills and mindsets you need to be a great agile leader in a great agile organisation. Sochová teaches through inspirational examples that draw on her experiences working with leaders in organisations of all sizes, in multiple industries.

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You'll learn how to unleash your own leadership potential, align organisational development with the goal of greater agility, strengthen your skills as a catalyst, build community, apply radical transparency where it makes sense, and infuse agility throughout business functions ranging from HR to finance.

Creating Fast, Flexible, and Customer-First Organizations

The Agile Imperative

Discovering Value and Creating Growth in a Disrupted World

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A Continuous Improvement Journey

Simple

Organizing Business and Technology Teams for Fast Flow

Pivot to the Future

For courses in Advanced Software Engineering or Object-Oriented Design. This book covers the human and organizational dimension of the software improvement process and software project management - whether based on the CMM or ISO 9000 or the

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Rational Unified Process. Drawn from a decade of research, it emphasizes common-sense practices. Its principles are general but concrete; every pattern is its own built-in example. Historical supporting material from other disciplines is provided. Though even pattern experts will appreciate the depth and currency of the material, it is self-contained and well-suited for the layperson.

EDGE: The Agile Operating Model That

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Will Help You Successfully Execute Your Digital Transformation “[The authors’] passion for technology allows them to recognize that for most enterprises in the 21st century, technology is THE business. This is what really separates the EDGE approach. It is a comprehensive operating model with technology at its core.” –From the Foreword by Heidi Musser, Executive Vice President and Principal Consultant, Leading Agile; retired,

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Vice President and CIO, USAA Maximum innovation happens at the edge of chaos: the messy, risky, and uncertain threshold between randomness and structure. Operating there is uncomfortable but it's where organizations "invent the future." EDGE is a set of fast, iterative, adaptive, lightweight, and value-driven tools to achieve digital transformation, and

EDGE: Value-Driven Digital Transformation is your guide to using

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this operating model for innovation. Jim Highsmith is one of the world's leading agile pioneers and a coauthor of the Agile Manifesto. He, Linda Luu, and David Robinson know from their vast in-the-trenches experience that sustainable digital transformation requires far more than adopting isolated agile practices or conventional portfolio management. This hard, indispensable work involves changing culture and mindset, and going

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beyond transforming the IT department. EDGE embraces an adaptive mindset in the face of market uncertainty, a visible, value-centered portfolio approach that encourages continual value linkages from vision to detailed initiatives, incremental funding that shifts as strategies evolve, collaborative decision-making, and better risk mitigation. This guide shows leaders how to use the breakthrough EDGE approach to go beyond

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incremental improvement in a world of exponential opportunities. Build an organization that adapts fast enough to thrive Clear away unnecessary governance processes, obsolete “command and control” leadership approaches, and slow budgeting/planning cycles Improve collaboration when major, fast-paced responses are necessary Continually optimize investment allocation and monitoring based on your vision and goals Register your product for

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convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

The agile community has figured out how to build and then continually improve very high-performance software development teams. This is akin to creating a race car engine and then evolving it to get more power, better fuel efficiency, and greater speed. Sadly in many cases we take these great

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engines, put them into an organizational tractor, and then complain that we're not winning the race. What we need to do is take our great race car engines (our development teams), put them into a race car (a DevOps ecosystem), have a great pit crew and driver (an effective IT organization), and then provide somewhere to race (an organization that can leverage IT to make money). That's what this book is all about - Moving

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from optimizing team performance to optimizing the entire enterprise. Business agility - being an adaptive, lean, responsive, and learning organization - is the race that enterprises need to win today. Yet there is no quick fix, no silver bullet, to attain business agility. This is a multi-year journey requiring hard work, experimentation, and most importantly a willingness to improve. The Disciplined Agile framework lowers

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risks and provides a path to accelerate your journey to business agility. The framework is unique in that it is the only one that puts all the pieces together into a cohesive enterprise roadmap for business agility transformation. This book begins with an overview of the challenges and opportunities that organizations face. We then describe seven principles that provide the underpinnings of the Disciplined Agile framework. Then the

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book works through Disciplined Agile Delivery (how to build a world-class engine), Disciplined DevOps (the race car), Disciplined Agile IT (the race car and its team), and what it means to be a Disciplined Agile Enterprise (the racing business). The book ends with a plan for starting with an Agile transformation and then evolving into a long-term continuous improvement strategy. Do you have the discipline it takes to win the race to business

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agility?

A clear, practical approach to making your organization more responsive to change Response Ability: The Language, Structure, and Culture of the Agile Enterprise helps companies keep up with an ever-changing business environment driven by the explosion and rapid application of new knowledge and increasing connectivity and communication. This twenty-first-century business primer identifies

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corporate characteristics that facilitate change and shows managers how to instill these competencies in every part of any organization. This user's manual for the new economy shows companies how to reconfigure themselves to respond quickly when a business situation demands rapid changes in organization, distribution logistics, production capability, innovation capability, resource procurement, product design, service strategy, or

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any other activity or competency. It provides a strategic context for lean operating practices, puts knowledge management and the learning organization in perspective, and offers a framework within which to apply today's best advice on new business practices and strategic focus. This timely guide is the ultimate resource for enterprises struggling to adjust to rapidly changing economic conditions and for managers at any level who must

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introduce agility into a department, division, or entire organization. It is also an excellent supporting reference and tutorial for all others who will take part in the transformation.

The Agile Organisation

Agile Business

Agility Shift

Unlocking Agility

A Radical Approach for HR & Managers

(That Leads to Motivated Employees)

How Effective Product Management

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Creates Real Value

A Guide to Agile Contemporary Operating Models, Platforms and Ecosystems

An Executive's Guide to Software Quality in an Agile Organization

Understand how to drive business

performance with your organizational data and analytics in the second edition of Data-

Driven Organization Design. Using data and analytics is a key opportunity for businesses

to transform performance and achieve

success. With a data-driven approach, all the

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elements of the organizational system can be connected to design an environment in which people can excel and attain competitive advantage. 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 most relevant questions of it to help complex,

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fluid organizations constantly evolve and meet moving objectives. This updated second edition contains new material on organizational planning and analysis, role design and job architecture, position management lifecycle and delta reporting. Alongside this, new case studies and examples will show how these approaches have been applied in practice. Whether planning a long-term transformation, a large redesign or an individual small project, Data-Driven Organization Design will demonstrate

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how to make the most of your organizational data and analytics to drive business performance.

Five practical steps to enhance organization effectiveness on a global scale Bridging Organization Design and Performance is a handbook for leaders looking to enhance the success of their organizations and themselves. Companies that compete globally require organizational operating models as robust as their strategies. Many companies have created elegant designs and consider

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their worldwide, matrix organizations sources of competitive advantage. However, the reality is that these complex structures bring many challenges and senior executives are often frustrated by the difficulties of delivering growth in organizations that span numerous brands, products, and geographic regions. After working closely with over twenty large US and Europe based global companies during the past decade, Gregory Kesler and Amy Kates concluded that the problem is not in the fundamental design of

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these operating models. The matrix is not going away. The challenge is to effectively and completely activate the organization to deliver the strategy. This book shares the five practical actions that bring complex organizations to life and help companies gain sustainable results from their global operating models.

In recent years, the concept of agility has captured the executive imagination, and leaders in a variety of industries and companies of all sizes are now searching for

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ideas on how to effectively utilize agile thinking. This book provides insights on agility from world-class experts on leadership, strategy and organization, alongside seasoned practitioners who have successfully implemented agility programs for companies such as Daimler, Ford Motor Company, J. W. Thompson, Siemens, and NASA. By combining theoretical expertise with a variety of managerial experiences, it provides a wide-ranging yet succinct guide for companies seeking to engage in the

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transformative journey towards becoming more agile. As such, it will be of great use and interest to executives in all industries, executive education participants and consultants, M.B.A. students and researchers interested in agile. Agility.X prepares leaders for managing under uncertainty and organizations for thriving in turbulent environments.

In the last ten years IT has brought fundamental changes to the way the world works. Not only has it increased the speed of

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operations and communications, but it has also undermined basic assumptions of traditional business models and increased the number of variables. Today, the survival of major corporations is challenged by a world-wide marketplace, international operations, outsourcing, global communities, a changing workforce, security threats, business continuity, web visibility, and customer expectations. Enterprises must constantly adapt or they will be unable to compete. Fred Cummins, an EDS Fellow, presents IT as a

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key enabler of the agile enterprise. He demonstrates how the convergence of key technologies—including SOA, BPM and emerging enterprise and data models—can be harnessed to transform the enterprise.

Cummins mines his 25 years experience to provide IT leaders, as well as enterprise architects and management consultants, with the critical information, skills, and insights they need to partner with management and redesign the enterprise for continuous change. No other book puts IT at the center

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of this transformation, nor integrates these technologies for this purpose. Shows how to integrate and deploy critical technologies to foster agility Details how to design an enterprise architecture that takes full advantage of SOA, BPM, business rules, enterprise information management, business models, and governance Outlines IT's critical mission in providing an integration infrastructure and key services, while optimizing technology adoption throughout the enterprise Illustrates concepts with

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examples and cases from large and small commercial enterprises Shows how to create systems that recognize and respond to the need for change Identifies the unique security issues that arise with SOA and shows how to deploy a framework of technologies and processes that address them

How Organizations Thrive in Unpredictable Times

Bridging Organization Design and Performance

Organizational Patterns of Agile Software

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Development

The Age of Agile

Mastering the Cube

How Smart Companies Are Transforming the Way Work Gets Done

Your Roadmap to Successful Adoption of Agile

Agile for Everybody

In an ever-changing working environment, customer and workplace demands have brought new challenges to how we organize and manage work. Increasingly, this is addressed by the

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idea of 'agility.' From its beginning, agile work has claimed to be a radically different approach which allows organisations to react flexibly to changing environmental demands whilst also offering a 'people' centered approach to management. While the literature often examines agile instruments from a business perspective, this edited collection advances the discussion of the efficacy of agile working, by applying a more critical social science perspective. The chapters scrutinize whether agility is just a discursive imperative, or whether it is in fact a genuine organizational and

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institutional strategy that is meant to better deal with complexity and volatility. The answers to these questions can vary at different levels, and the editors therefore examine agility at the level of teams, organizations and societies. By assembling different perspectives on the sustainability and virtue of agile instruments, and by bringing together international scholars from a variety of disciplines, the project stimulates a comparative discussion. Corporate cultures, global mindsets, and employee priorities are changing, which means management and human resources departments

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must also evolve. To ensure teams are well crafted, motivated, and successful, managers and HR professionals must step outside their comfort zone and adapt to younger, newer ways of thinking-they must become Agile. In Agile People, management consultant Pia-Maria Thoren outlines how managers, human resources professionals, company decision-makers, and employees can adopt the flexible, fluid, customer-focused mindset of modern tech companies to inspire their workers and strengthen their organizations. This essential handbook explains both the theories and practical applications behind the Agile

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framework, showing how companies can do the following: -Create a structure and culture for an organization to meet future challenges -Give management and HR the changed mindset and the tools to facilitate employee drive and performance -Empower employees to become motivated stakeholders -Adopt hiring practices that value attitude, behavior, and competence -Create a passionate, loyal, and accomplished workforce No matter the size of a company, it can benefit from an Agile mindset and launch into a future filled with successful leadership and motivated employees.

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In Team Topologies DevOps consultants Matthew Skelton and Manuel Pais share secrets of successful team patterns and interactions to help readers choose and evolve the right team patterns for their organization, making sure to keep the software healthy and optimize value streams. Team Topologies will help readers discover:

- Team patterns used by successful organizations.*
- Common team patterns to avoid with modern software systems.*
- When and why to use different team patterns*
- How to evolve teams effectively.*
- How to split software and align to teams.*

Practical, Proven Tools for Leading and

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Empowering High-Performing Agile Teams A leader is like a farmer, who doesn't grow crops by pulling them but instead creates the perfect environment for the crops to grow and thrive. If you lead in organizations that have adopted agile methods, you know it's crucial to create the right environment for your agile teams. Traditional tools such as Gantt charts, detailed plans, and internal KPIs aren't adequate for complex and fast-changing markets, but merely trusting employees and teams to self-manage is insufficient as well. In Agile Leadership Toolkit, longtime agile leader Peter Koning

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provides a practical and invaluable steering wheel for agile leaders and their teams. Drawing on his extensive experience helping leaders drive more value from agile, Koning offers a comprehensive toolkit for continuously improving your environment, including structures, metrics, meeting techniques, and governance for creating thriving teams that build disruptive products and services. Koning thoughtfully explains how to lead agile teams at large scale and how team members fit into both the team and the wider organization. Architect environments that help teams learn, grow, and

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flourish for the long term Get timely feedback everyone can use to improve Co-create goals focused on the customer, not the internal organization Help teams brainstorm and visualize the value of their work to the customer Facilitate team ownership and accelerate team learning Support culture change, and design healthier team habits Make bigger changes faster This actionable guide is for leaders at all levels—whether you're supervising your first agile team, responsible for multiple teams, or lead the entire company. Register your book for convenient access to downloads, updates,

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*and/or corrections as they become available.
See inside book for details.*

Being Agile

With SOA, BPM and MBM

*How to Make Organization Design Decisions to
Drive the Results You Want*

*Delivering Perpetual Performance Gains
Through the Organizational System*

Doing Agile Right

An Executive's Guide to Disciplined Agile

The Agile Organization

The Practitioner's Guide

In today's volatile and ambiguous world, organizations

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need to have the capacity and flexibility to respond rapidly to changes in their environment, both internally and externally. The key to retaining this competitive advantage is agility, a set of capabilities that help organizations adapt with the full co-operation of their employees. Packed with helpful checklists, tips and advice, *The Agile Organization* is a practical blueprint to building both agility and resilience at individual, team and organizational levels. This revised second edition of *The Agile Organization* contains a new chapter on the latest approaches to agile organization design in light of digitization and customer-centricity, as well as new and

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updated case studies from the University of California, Berkeley, the UK National Health Service (NHS), SNC-Lavalin's Atkins business and General Electric (GE). It remains the 'go to' guide for HR and OD specialists, senior leaders and managers who want to help bring about organizational transformation and build a sustainably agile business while enhancing employee engagement and resilience.

As contrary as it sounds, "planning" -- as we traditionally understand the term--can be the worst thing a company can do. Consider that volatile weather events disrupt trusted supply chains, markets, and promised delivery

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schedules. Ever-shifting geo-political tensions, as well as internal political upheaval within U.S. and global governments, derail long-planned new ventures.

Technology failures block opportunities. Competitors suddenly change their product or release date; your team cannot meet the pace of innovations in your market niche, leaving you sidelined. There are myriad ways in the current business environment for a company's well-considered business plans to go awry. Most business schools continue to prepare managers to be effective in stable and predictable environments, conditions that, if they ever existed at all, are long gone. The Agility Shift

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shows business leaders exactly how to make the radical mindset and strategy shift necessary to create an agile, entrepreneurial organization that can innovate and thrive in complex, ever-changing contexts. As author Pamela Meyer explains, there is much more involved than a reconfiguration of the org chart and job descriptions. It requires relinquishing the illusion of control at the very foundation of most management training and business practice. Despite most leaders' approaches, "Agility is not simply accelerated planning." Unlike many agility books on the market, *The Agility Shift* provides specific, actionable strategies and tactics for leaders at all levels of

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the organization to put into practice immediately to improve agility and achieve results.

People face a bewildering choice of new organizational design options. New organizational forms are sweeping across businesses, now that information technology enables better communication, both internally and across boundaries. This book helps managers to navigate the new landscape, by providing a concise and practical overview of forms like holacracy, the Spotify-model, platform organizations, multidimensional organizing and ecosystems. It discusses these forms and provides a user guide, showing when they are effective and when to avoid

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them. Short insightful excursions explain how the organizational revolution affects issues like human resource management, the changing role of middle management, planning and control and self-organization. Finally, the book guides you through the question how to design new forms and how to implement them. Practical examples and enlightening case studies show the struggles and successes you face in working in this new environment. Self-organized, dynamic and externally oriented structures replace hierarchical, predictable and internally oriented structures. The business unit and the matrix that dominated the twentieth century are making

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way for new forms of organizing. This book is the first complete overview of new organizational forms in the information economy. It is an indispensable guide to profit from the opportunities new organizational forms present.

Organization Design