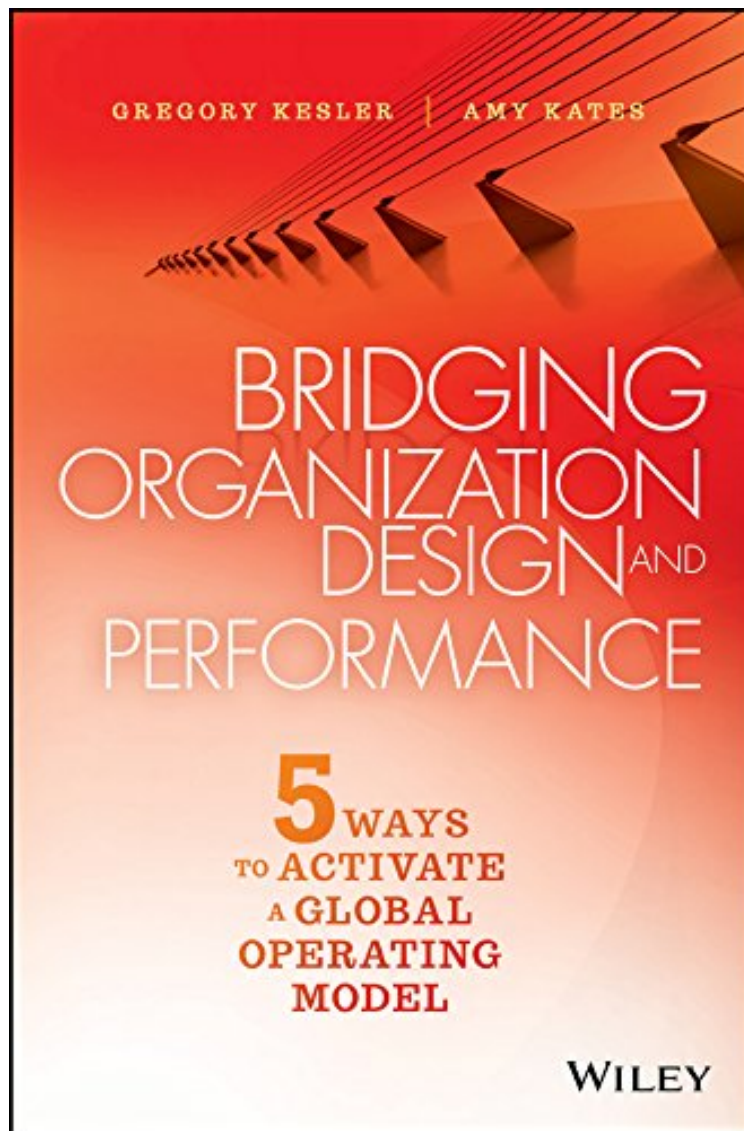


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Bridging Organization Design and Performance: Five Ways to Activate a Global Operation Model

Gregory Kesler, Amy Kates

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Gregory Kesler, Amy Kates : Bridging Organization Design and Performance: Five Ways to Activate a Global Operation Model before purchasing it in order to gage whether or not it would be worth my time, and all praised Bridging Organization Design and Performance: Five Ways to Activate a Global Operation Model:

0 of 0 people found the following review helpful. Great to have on the shelf for you org designersBy Greg S RodgersOverall very good book and love the assessment tools in the last chapter...great bonus!On the critical side,- I

didn't realize this book was focused so much on global models - although I really appreciated this surprise and is applicable to my business, others might not- There is a lot of content the authors clearly are expert in, and wanted to find a home for, but the content sometimes was forced into sections in a way that disrupted the flow and challenged simple comprehension.- the five activators model was logical, but didn't link into a systems model (Galbraith) orientation enough for me On the positive side, it anchored some really great terminology (I.e. Anchor layer, intersection points, and power and authority levers). It also had some great quotes (referencing many other esteemed authors), a great global leadership competency model, and many lists to be used as activation lists. Finally, I really liked the concept of rewarded and un-rewarded complexity reinforced the ought the book of 0 people found the following review helpful. Five Stars By Customer I like this book 1 of 1 people found the following review helpful. A great resource for experienced practitioners in global firms. By Nicholas I had the opportunity to attend a training with Kesler and Kates where I received this book. As an organization design professional at a globalizing firm, I found many of its insights to be highly relevant and actionable. The themes are clearly laid out and are supported with very helpful case studies from major firms (John Deere, Nike, GSK), etc. It's almost worth reading just for the benchmarking available from the case studies, but it also gives you a set of novel concepts to bring to diagnosing issues. My sole caveat would be that it's definitely more of an "advanced practitioner" book. I wouldn't suggest it for someone newly learning about Org Design or just supporting one project (for that, "Designing Your Organization" by Kates and Galbraith is an excellent resource).

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 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 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.

From the Inside Flap Companies that compete in the global marketplace must balance the need for both global and local perspectives in decision-making, but the complexity of managing global operating models is a difficult challenge in the search for new sources of growth. Bridging Organization Design and Performance is a practical handbook for business leaders who want to enhance the success of their organizations and ensure their company's competitive advantage. In this important resource, authors Greg Kesler and Amy Kates build on the work of the late Jay Galbraith to present the concept of activation. Activation is the deliberate and adaptive creation of new work, decisions, and business outcomes gained through the repetition and refinement of management processes and interactions over time. Leaders that embrace activation find that they have created the blueprint for building the bridge from organization design to successful business performance. Bridging Organization Design and Performance reveals the five practical actions that bring complex organizations to life and help companies gain sustainable results from their global operating models. The authors show how the five activators—unique value-adding layers, innovation and execution networks, the business handshake, governance and decision-making, and matrix-ready leaders—lead to three essential outcomes: the right connections, the right conversations, and the right know-how. Written as a hands-on resource, Bridging Organization Design and Performance includes the strategies, frameworks, best practices, and tools needed to achieve organizational success. From the Back Cover ENHANCE ORGANIZATION EFFECTIVENESS ON A GLOBAL SCALE "With this book, Kesler and Kates make a significant contribution to the decision science behind organization design and development. Business leaders and HR professionals will find it a practical guide for gaining competitive advantage from their global organization." —From the Foreword by John Boudreau Praise for BRIDGING ORGANIZATION DESIGN AND PERFORMANCE "A successful business today doesn't guarantee success tomorrow. At QVC, we recognize the importance of evolving our operating model to meet the challenges of the future. Kates and Kesler's organizational design philosophies, processes, and principles enable us to invest in and build world class global capabilities in areas critical to our long term growth to ensure our ability to deliver the best of QVC to every customer and team member around the world." —MIKE GEORGE, President and CEO, QVC, Inc. "Many companies understand the importance of being global and local, but fewer understand how they need to operate in order to be both at the same time. In Bridging Organization Design and Performance, Greg Kesler and Amy Kates deliver keen insights to help companies evolve their operating models so they can leverage their size and scale while being relevant to consumers in local markets." —CYNTHIA TRUDELL, Executive Vice President, HR and Chief HR Officer, PepsiCo "Designing a company to activate strategic choices and deliver great performance is game

changing. At Campbell, we have embraced the principles, process and insights described by Kesler and Kates, as we reshape our company, build a high performance culture, and accelerate our profitable growth trajectory." —DENISE MORRISON, President and CEO, Campbell's Soup Company "It is one thing to design an organization. It is another to get it to work. Bridging Organization Design and Performance provides the concepts, case examples, and nitty-gritty details that take the mystery out of how to activate complex operating models. An extremely useful manual on how to close the gap between intended strategy and actual results." —DICK AXELROD, author of Terms of Engagement and Let's Stop Meeting Like This About the Author GREGORY KESLER and AMY KATES are Managing Partners at Kates Kesler, one of the world's leading organization design firms. They work with leaders and their teams to assess organizational issues, reshape structures and processes, and build depth of management capability. Kesler and Kates are also the authors of Leading Organization Design, from Jossey-Bass.