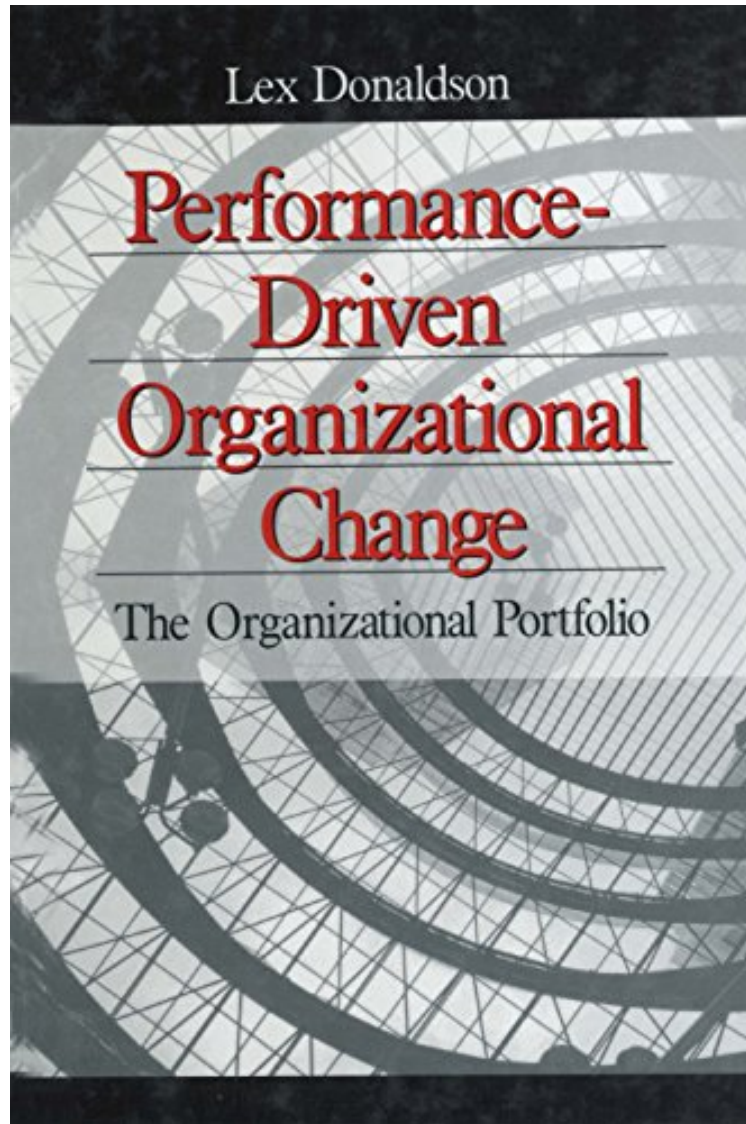


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Performance-Driven Organizational Change: The Organizational Portfolio

Lex Donaldson

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In this book, Lex Donaldson, one of the leading scholars in the field of organization theory, introduces a compelling

theory of performance-driven organizational change, Organizational Portfolio Theory. In explaining why organizations change and also why they fail to change, the theory reconceptualizes the organization as a portfolio with a number of different causes of organizational performance varying over time. The author argues that without a performance crisis there is a good chance that necessary organizational changes will not be forthcoming, and that moreover, the adaptive change induced by the crisis creates the capacity for fresh organizational growth.

About the Author Lex Donaldson is Professor of Organizational Design at the Australian Graduate School of Management, University of New South Wales. His publications include *American Anti-Management Theories of Organization: A Critique of Paradigm Proliferation* (1995) and *In Defence of Organization Theory: A Reply to the Critics* (1985).