

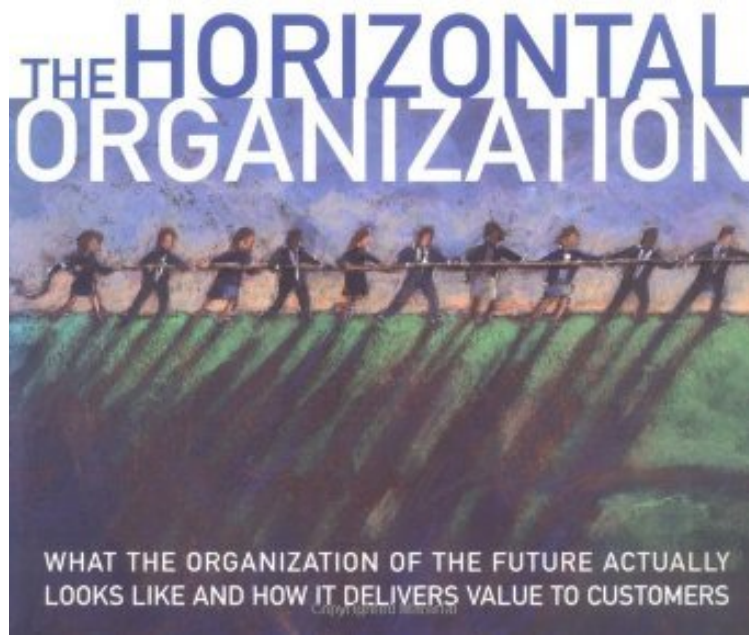
(Library ebook) The Horizontal Organization: What the Organization of the Future Actually Looks Like and How It Delivers Value to Customers

The Horizontal Organization: What the Organization of the Future Actually Looks Like and How It Delivers Value to Customers

Frank Ostroff

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Frank Ostroff : The Horizontal Organization: What the Organization of the Future Actually Looks Like and How It Delivers Value to Customers before purchasing it in order to gage whether or not it would be worth my time, and all praised The Horizontal Organization: What the Organization of the Future Actually Looks Like and How It Delivers Value to Customers:

0 of 0 people found the following review helpful. Horizontal organisationBy ASBA good book that gives a solid introduction to the concept of process driven, team centered organizational functioning as an alternative or

complement to vertical structures. I specialize in not-for-profit organizations and in that respect the books commercial examples do not transfer so well, but the concepts are very useful and applicable. 0 of 0 people found the following review helpful. Five Stars By JIWell written. 0 of 1 people found the following review helpful. Truly a novel idea... By M. Dave Salisbury... that is beginning to sprout and grow. As the economy changes, business hierarchy needs to change, adapt, and flex to provide an environment conducive to survival as a business, a community support, and as a bastion of liberty. All possible, by considering the hierarchy and the boundaries.

The vertical/functional hierarchy has been the mainstay of business since the industrial revolution. But it has its problems. In fact, the vertical design all but guarantees fragmented tasks, overspecialization, fiefdoms, turf wars, the urge to control from the top--all the negatives that foster organizational paralysis. In *The Horizontal Organization*, Frank Ostroff provides executives with the first truly viable alternative to the age-old vertical alignment. Indeed, he offers nothing less than the first full view of what the organization of the future looks like and how it works. The concept of horizontal organization has been hailed in *Fortune* as "a model corporation for the next fifty years" and in a *Business Week* cover story as "the real thing." But until now, management books have offered only piecemeal accounts of what the organization of the future might look like. Ostroff, a key developer of the concept of the horizontal organization, offers the first workable road map. He describes what the horizontal organization is, what it looks like, why it is important, how it helps improve performance, where it is appropriate, and how to develop it. The book contains real case examples that show how major international corporations (and one federal agency) have used Ostroff's concepts to meet their competitive goals. For instance, we see how Ford Motor Company's Customer Service Division turned to the horizontal organization to meet a highly ambitious goal--to get the customer's car fixed right, on time, the first time, at a competitive price, in convenient locations. We see how a horizontal design radically improved the performance of OSHA (the federal agency that oversees occupational safety), transforming it from a bureaucratic enforcer of regulations to a proactive problem-solver in a concerted effort to improve working conditions and save lives. And we see how Xerox combined both vertical and horizontal designs successfully, a case that underscores when a firm can best use the horizontal organization to achieve their goals. Ostroff also looks at a General Electric plant in North Carolina, Motorola's Space and Systems Technology Group, and the home finance division of Barclays Bank, highlighting how these major corporations have also used the horizontal organization to radically improve productivity. Many successful business books, such as *Reengineering the Corporation* and *Beyond Reengineering*, have given managers only a piece of the puzzle. Ostroff gives us the complete picture. *The Horizontal Organization* offers the first usable roadmap to the twenty-first-century firm. It is a book everyone who desires to radically improve the performance of their organization will want to read.

.com *The Horizontal Organization*, by institutional-change specialist Frank Ostroff, is a blueprint for the future development of public and private infrastructures that have outgrown the vertical, or "top-down," hierarchy that has been standard in the business community since the onset of the Industrial Revolution. "It is increasingly apparent that the long-favored vertical model is, by itself, no longer capable of meeting all the different needs of business," Ostroff writes. "It has been rendered inadequate for today's demanding competitive, technological, and workforce environments by its inherent shortcomings." The time is therefore right, he continues, completely to overhaul this outdated corporate structure and prepare for the next 50 years as some major establishments--such as Ford Motor Company's Customer Service Division, Xerox, and the federal Occupational Safety and Health Administration (OSHA)--already have done. Through well-reasoned arguments and the help of these and other real-world examples, Ostroff convincingly shows how his concepts might be employed to eliminate bureaucracy, improve productivity, and solve common long-term organizational problems. And by presenting the entire picture where only small pieces have previously been revealed, he makes a compelling case for radical change in the corporate world as well as in the public sector and non-profit universe. --Howard Rothman "Gives compelling evidence that flattening hierarchies are a key to success in today's fast-paced world.... While a long-term endeavor, this book offers a good starting point for senior managers to understand the fundamentals of the underlying architecture of this emerging trend in business organization." --Electronic Business "I know from first-hand experience that Frank Ostroff's ideas work. Indeed, many of them are in place and working throughout my company. Ostroff moves easily from theory to practice and gives us a strategic guide to successfully organizing corporations for the new millennium." --Paul A. Allaire, Chairman and CEO of Xerox "Most businesses have been struggling to find an alternative to the traditional business organization with all the 'stove pipe' problems that it produces. Frank Ostroff has done us an invaluable service in showing that a modern horizontal organization can be devised and put into effect." --Sir Peter Middleton, Acting Chief Executive, Barclays Bank "Ostroff's book is refreshing because of front-line, firsthand employee accounts. Ostroff is also brutally candid about the difficulty of transitioning to a more horizontal structure." --Megan Santosus, CIO "Recommended for graduate, research, and professional collections." --Choice "The beauty of Ostroff's book is in how it clearly outlines the horizontal organization's core processes.... Douglass McGregor's *Theory Y* finds its home here, as does Drucker's *MBO*. The amount of energy and pride exhibited in the examples from major corporate and

governmental horizontal organizations such as Motorola, GE, and OSHA is extraordinary."--At Work"Ostroff champions the 'horizontal' structure-one that is organized across functions and around core processes. This type of structure removes the functional walls that exist in traditional organizations and streamlines value delivery. The book explains what the horizontal organization lookslike, how it works, and presents a how-to process for building one."-- Business Reader About the AuthorFrank Ostroff is a key developer of the "Horizontal Organization" concept which has been featured in such publications as Business Week (cover story), Financial Times, Fortune, and Information Week (cover story). He has worked directly with leading organizations in the high-technology, industrial goods, and financial services industries as well as the public sector to dramatically improve their performance. He has been a keynote speaker at leading business conferences and academic institutions worldwide. Considered one of the world's leading new thinkers on business issues, he lives with his wife and children in Washington, D.C.