Designing Matrix Organizations That Actually Work How Ibm Procter Gamble And Others Design For Success Jossey Bass Business Management

In today's volatile business environment, it is more important than ever that managers, whether of a global multinational or a small team, should understand the fundamentals of organizational design. Written specifically for executives and executive MBA students, the edition of this successful book provides a step-by-step 'how to' guide for designing an organization. It features comprehensive coverage of the key aspects of organizational design, including goals, strategy, process, people, coordination, control and incentives. These aspects are explained through the use of a unique series of 2 x 2 graphs that provide an integrated, spatial way to assess and plan organizational design. The new edition features a number of important improvements, including a new framework for understanding leadership and organizational climate, the introduction of the concept of manoeuvrability and a completely new chapter examining joint ventures, mergers, partnerships and strategic alliances.

A resource for individuals responsible for siting decisions, this guidelines book covers siting and layout of process plants, including both new and expanding facilities. This book provides comprehensive guidelines in selecting a site, recognizing and assessing long-term risks, and the optimal lay out of equipment facilities needed within a site. The information presented is applicable to US and international locations. Note: CD-ROM/DVD and other supplementary materials are not included as part of eBook file.

A comprehensive guide to excelling in a complex matrix organization Debra was not in a good mood as she entered Johann's office for their third meeting. One of her colleagues had just been promoted and, although the guy who got it was good, she didn't think he was any better than her. Well, except at one thing, he was always playing politics - sucking up to the more senior guys and volunteering to be on any committee going. Debra knew the type - went to the same school, belonged to the same club - she didn't have a hope against the kind of connections he had so she might as well give up. It seemed doing a good job just wasn't enough around here. Debra and Johann work in an environment with multiple and complex reporting lines – in other words, a matrix. There's room to "slip between the cracks" – if a person wants to take advantage of confusion over who is managing performance; or if they can't make the necessary transition to self-management. Communication can be difficult even when there is an apparently shared language. Read how Johann and Debra work together to identify the skills needed to succeed in a matrix, and how using Emotional Intelligence (EI) can develop specific behaviours you can incorporate in your daily job. The result will help reduce stress and increase your chances of success. Dawn Metcalfe, Managing Director of PDS, based in Dubai, uses her

experience as a coach and trainer to give us a behind the curtain look at how mentoring can help an individual develop the skills they need to survive and thrive in today's complex work environments.

Gives individuals and managers working in the matrix the tools to take control of their own goals and support others

Organizing involves continous challenges in the face of uncertainty and change. How is globalization impacting organizations? How will new strategies for a turbulent world affect organizational design?In this second edition of Organization Theory and Design, developed for students in the UK, Europe, the Middle East and Africa, respected academics Jonathan Murphy and Hugh Willmott continue to add an international perspective to Richard L. Daft's landmark text. Together they tackle these questions in a comprehensive, clear and accessible study of the subject.

The Innovating Organization is a systematic, empirical study of the change in forms from traditional multi-divisional hierarchies to flatter, less rigid networks. The rich array of data generated by the eight current international case studies provides fresh insights into the network organization, and suggests new methodologies for organizational research. Coopers & Lybrand, BP, Unilever, Rabobank and Saab are amongst the companies surveyed.

How do organizations structure themselves? A synthesis of the empirical literature in the field, supported by numerous examples and illustrations, provides images that produce a theory. The author introduces five basic configurations of structure - the simple structure, the machine bureaucracy, the professional bu-reaucracy, the divisionalized form, and the adhocracy. This book reveals that structure seems to be at the root of many questions about organizations and why they function as they do.

This second edition is a leader's concise guide to the process of creating and managing an organization that will achieve competitive advantages and be poised to respond effectively and rapidly to customer demands.

A practical guide for executives and managers who need to make restructuring decisons. This book shows business leaders how to examine their choices, and examples and worksheets pilot readers through the essential steps of organisational design.

Nicknamed TNT by the authors, this explosive book is a mixture of insider information and effective strategies. Ralph Kliem and Irwin Ludin, former college lecturers whose business experience includes manufacturing, telecommunications, aerospace and artificial intelligence, deliver quick insight into the meaning and application of the most current terms in the project managemnt profession. Although directed toward project management practitioners, others working in the fields of finance, marketing, sales and human resources will find this book an outstanding starting point. Have you ever wished you could find one book that featured all the latest project management terms, ideas and strategies in short, concise, easy-to-read form? Pick up this dynamite

book today!

This evaluation assesses the extent to which the dual objectives of the World Bank s matrix system enhancing client responsiveness and establishing strong technical networks to deliver quality services have been attained, and have enhanced the Bank s development effectiveness.

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 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 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.

Designing Matrix Organizations that Actually WorkHow IBM, Proctor & Gamble and Others Design for SuccessJohn Wiley & Sons

Designing Your Organization is a hands-on guide that provides managers with a set of practical tools to use when making organization design decisions. Based on Jay Galbraith's widely used Star Model, the book covers the fundamentals of organization design and offers frameworks and tools to help leaders execute their strategy. The authors address the five specific design challenges that confront most of today's organizations: · Designing around the customer · Organizing across borders · Making a matrix work · Solving the centralization—and decentralization dilemma · Organizing for innovation

Praise for Leading Organization Design "Sheds light on the challenges of organization design in 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 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 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 In 1995 The Boundaryless Organization showed companies how to sweep away the artificial obstacles-such as hierarchy, turf, and geography-that get in the way of outstanding business performance. Now, in this completely revised edition of their groundbreaking work, management experts Ron Ashkenas, Dave Ulrich, Todd Jick, and Steve Kerr offer an up-to-date version of their comprehensive guide to help any organization go "boundaryless"-and become a company with the ability to quickly, proactively, and creatively adjust to changes in the environment. With new examples, a new commentary on the developments of the last five years, and illuminating first-hand accounts from pioneering senior executives, the authors once again show why "boundaryless" is a prerequisite for any organization trying to succeed in the economy of the twenty-first century. Almost all leadership books assume that the leader has authority over their team members. The challenge of project management in a matrix-structured environment is that this is not always the case. A whole new plan of attack has to be executed for the project manager to deliver in an organization where they do not have formal authority. This book t

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.

Organization structures do not fail, says Jay Galbraith, but management fails at implementing them correctly. This is why, he explains, the idea that the matrix does not work still exists today, even among people who should know better. But the matrix has become a necessary form of organization in today's business environment. Companies now know that if they have multiple product lines, do business in multiple countries, and serve many customer segments through a variety of channels, there is no way they can avoid some kind of a matrix structure and the question most are asking is "How do we learn how to operate the matrix effectively?" In Designing Matrix Organizations That Actually Work, Galbraith answers this and other questions as he shows how to make a matrix work effectively.

The landmark project management reference, now in a new edition Now in a Tenth Edition, this industry-leading project management "bible" aligns its streamlined approach to the latest release of the Project Management Institute's Project Management Body of Knowledge (PMI®'s PMBOK® Guide), the new mandatory source of training for the Project Management Professional (PMP®) Certificat-ion Exam. This outstanding edition gives students and professionals a profound understanding of project management with insights from one of the best-known and respected authorities on the subject. From the intricate framework of organizational behavior and structure that can determine project success to the planning, scheduling, and controlling processes vital to effective project management, the new edition thoroughly covers every key component of the subject. This Tenth Edition features: New sections on scope changes, exiting a project, collective belief, and managing virtual teams More than twenty-five case studies, including a new case on the Iridium Project covering all aspects of project management 400 discussion questions More than 125 multiple-choice questions (PMI, PMBOK, PMP, and Project Management Professional are registered marks of the Project Management Institute, Inc.)

Discover how graph algorithms can help you leverage the relationships within your data to develop more intelligent solutions and enhance your machine learning models. You'll learn how graph analytics are uniquely suited to unfold complex structures and reveal difficult-to-find patterns lurking in your data. Whether you are trying to build dynamic network models or forecast real-world behavior, this book illustrates how graph algorithms deliver value—from finding vulnerabilities and bottlenecks to detecting communities and improving machine learning predictions. This practical book walks you through hands-on examples of how to use graph algorithms in Apache Spark and Neo4j—two of the most common choices for graph analytics. Also included: sample code and tips for

over 20 practical graph algorithms that cover optimal pathfinding, importance through centrality, and community detection. Learn how graph analytics vary from conventional statistical analysis Understand how classic graph algorithms work, and how they are applied Get guidance on which algorithms to use for different types of questions Explore algorithm examples with working code and sample datasets from Spark and Neo4j See how connected feature extraction can increase machine learning accuracy and precision Walk through creating an ML workflow for link prediction combining Neo4j and Spark

Enter the matrix . . . and discover a whole new reality for your organization. In today's global business world, many organizations are shifting away from decentralized, vertical structures—with silo functions such as finance, HR, or operations—to a "matrix" model of cross-functional teams that work across a number of business units. When executed successfully, a matrix structure helps companies thrive in the modern market by better leveraging internal resources, eliminating duplication, spurring innovation, and driving enterprise-wide strategy. However, integrating matrix structures is often a challenge for organizations. John Futterknecht and Marty Seldman, PhD, have worked with some of the world's largest companies—including PepsiCo, Disney, McDonald's, and Microsoft—to investigate and conquer the challenges that arise with these highly integrated organizational structures. Through coaching hundreds of leaders and training thousands for on success in a matrix environment, they have witnessed first-hand which skills and strategies are most critical for matrix success . . . and now they're sharing these breakthrough, field-tested tips with you. Leading in the Global Matrix offers a real-world perspective of working in a matrix while using examples from the authors' actual coaching of business leaders. This book tackles the critical, "unspoken" dimensions that are often underestimated and unaddressed in the global business world, helping readers learn: • specific skills and insights that can help them be successful in the trenches • how to deal with day-to-day realities—which include complexity, pressure, and demand to deliver results with speed • what to do, why it's important, and how to accomplish each task With concrete action plans, readers can implement what they learn in the book into their everyday work lives. Leading in the Global Matrix encapsulates field-tested advice to help individual professionals and their teams unlock their full potential, allowing the matrix to finally deliver on its promise.

This book investigates the functioning of contemporary matrix organizations based on a case study of a German leading commercial vehicle manufacturer. It creates a framework for research of matrix organizations and demonstrates empirically how a contemporary MNC can promote lateral coordination through the use of a matrix organization. The significant issues of decision-making and conflict in matrix structures, as well as the role of organizational cultures is analysed. The importance of boundary spanning as well as the boundary spanning skills needed and developed by a matrix organization have been identified. This work brings significant empirical understanding of matrix

organizations thanks to a rich research field combined with a novel framework for
analysis of matrix organizations.

Many organizations don't know how to make and execute good decisions. In this
book, the authors draw on Bain & Company's extensive research and experience
to present a five-step process for improving your company's decision
abilities.--[book jacket]

Fad-Free Strategy provides a ground-breaking approach to making better business strategy
decisions: more efficient, open to out-of-the-box opportunities and evidence-based. Most
strategy books focus on Grand Strategy, the process that leads to high-level recommendations
or, more accurately, hypotheses about where and how to compete. While this book briefly
covers critical Grand Strategy practices, it deep dives into Operational Strategy, the process of
validation, adaptation and possible rejection of those hypotheses. Operational Strategy is
based on an in-depth understanding of customer preferences and anticipating the choices they
make. Those choices rather than managers' ambitions determine whether a strategy will
generate the aspired financial results. The book explains, by means of detailed real-world
cases across industries, how to generate validated solutions to any strategic problem such as:
how to enter successfully into new markets, either as an innovator or as a latecomer? How to
defend one's position against aggressive new entrants? Or how to sustain margins when price
is the only thing customers seem to care about? This remarkable book contains expert advice
from accomplished strategic advisors and thought leaders Daniel Deneffe and Herman
Vantrappen. Fad Free Strategy will be a useful tool for smart business executives at
mainstream companies who are disappointed with strategy fads and simplistic solutions based
on cherry-picked, anecdotal evidence from today's hero companies. It will also appeal to
economics faculty members teaching graduate courses in business strategy who are looking
for an economics-based strategy textbook that is both rigorous and comprehensive. The
book's core ideas have been taught successfully in continuing and executive education
programs at Harvard University and Hult International Business School.

Effective risk management is essential for the success of large projects built and operated by
the Department of Energy (DOE), particularly for the one-of-a-kind projects that characterize
much of its mission. To enhance DOE's risk management efforts, the department asked the
NRC to prepare a summary of the most effective practices used by leading owner
organizations. The study's primary objective was to provide DOE project managers with a
basic understanding of both the project owner's risk management role and effective
oversight of those risk management activities delegated to contractors.

Finally! Board member orientation truly simplified. Serving on a nonprofit board can be an
incredibly rewarding experience for the properly prepared board member. This book is for the
generous and busy people who agree to give of their time and talents by serving on nonprofit
boards. Nonprofit boards often fail to do a good job of board member orientation for a variety of
reasons. It takes a significant amount of time and effort to plan and conduct quality board
member orientation programs, and every time a new board member arrives, it's time to do it
again! Because of the challenges associated with providing quality board member orientation,
many nonprofit organizations do not do it at all, leaving their board members to wing it. This
book provides help and support to the truly great men and women serving on nonprofit boards
whose service makes a positive difference in the lives of countless people every day. This
book is a concise and appropriately comprehensive guide to nonprofit board service designed
especially for new board members. It is a quick read, (about one hour), yet it addresses with
accuracy the most significant elements of board service, such as mission, responsibility, duty,
risk, liability, and board meeting dynamics. Hooey Alerts! Watch for Hooey Alerts! where the
author identifies and dispels common myths and legends about nonprofit board service. There

are many sources of false or misleading information about the nonprofit board service environment. A perfect example is the often vaguely-worded and intimidating assertion or implication that the Sarbanes-Oxley Act passed by Congress in 2002 applies to nonprofit organizations in a manner similar to how it applies to publicly-traded companies. (It does not.) Reviews "This book is the perfect guide for every nonprofit board member! Concise, highly informative, and loaded with nuggets of wisdom, it's a must read that will take board members to the next level of successful board governance." -- J. Todd Chasteen, General Counsel, Samaritan's Purse "Mike Batts has put his quarter century of advising and serving on nonprofit boards to good use in this accurate and easy-to-read book. In addition to describing major principles of nonprofit law and governance, the book provides helpful questions to guide board members in understanding the practical applications of the concepts discussed. While geared primarily toward helping new board members get up to speed quickly, it should also help veteran board members discharge their stewardship roles wisely and efficiently." -- Chuck Hartman, Associate Professor of Business Law and Accounting, Cedarville University "This book, Board Member Orientation, is exactly what a busy volunteer board member needs. The board member's duties are presented in a clear and concise manner from the perspective of someone who has been around many boards. With a focus on those issues that are most common and/or most important, it is perfect for board member orientation and for quick reference reminders for the experienced board member." -- Doug Starcher, Partner, Broad & Cassel "This book provides clear, no-nonsense guidance on the basic issues for new nonprofit board members. Using this book for board member orientation will ensure your organization has communicated fundamental governance issues and will assist the board in determining risk management strategies." -- Dan Busby, President, ECFA ********************************** The Simple Board Member Orientation Process Using This Book: 1.Your board members read Chapters 1-9 of the book, which will provide them with insights regarding the key elements of nonprofit board service. 2.You provide the board members with copies of the documents described in Chapter 10 related to your organization. 3.You meet with your board members to discuss the unique attributes of your organization following the discussion questions provided in Chapter 10. Done!

"Based on the experiences and ideas of over 100 matrix practioners ... the frameworks, ideas and tips provided are shaped around the [seven] ... matrix mastery techniques"--P. [4] of cover. Total quality management (TQM), reengineering, the workplace of the twenty-first century--the 1990s have brought a sense of urgency to organizations to change or face stagnation and decline, according to Enhancing Organizational Performance. Organizations are adopting popular management techniques, some scientific, some faddish, often without introducing them properly or adequately measuring the outcome. Enhancing Organizational Performance reviews the most popular current approaches to organizational change--total quality management, reengineering, and downsizing--in terms of how they affect organizations and people, how performance improvements can be measured, and what questions remain to be answered by researchers. The committee explores how theory, doctrine, accepted wisdom, and personal experience have all served as sources for organization design. Alternative organization structures such as teams, specialist networks, associations, and virtual organizations are examined. Enhancing Organizational Performance looks at the influence of the organization's norms, values, and beliefs--its culture--on people and their performance, identifying cultural "levers" available to organization leaders. And what is leadership? The committee sorts through a wealth of research to identify behaviors and skills related to leadership effectiveness. The volume examines techniques for developing these skills and suggests new competencies that will become required with globalization and other trends. Mergers, networks, alliances, coalitions--organizations are increasingly turning to new intra- and inter-organizational structures. Enhancing Organizational Performance discusses how

organizations cooperate to maximize outcomes. The committee explores the changing missions of the U.S. Army as a case study that has relevance to any organization. Noting that a musical greeting card contains more computing power than existed in the entire world before 1950, the committee addresses the impact of new technologies on performance. With examples, insights, and practical criteria, Enhancing Organizational Performance clarifies the nature of organizations and the prospects for performance improvement. This book will be important to corporate leaders, executives, and managers; faculty and students in organizational performance and the social sciences; business journalists; researchers; and interested individuals.

This book describes the use of matrix structures in large, complex organizations such as MNCs. Using an information-processing perspective of organization design, it develops a more comprehensive theory for fitting the structural configurations of matrix structures to key characteristics of firm strategy. Empirical research by the authors supports this theoretical framework. In addition to structural configuration, Understanding Matrix Structures identifies and develops the mode of decision making within a matrix as an important second dimension of matrix structure design. It can be either balanced (joint) decision making by the two dimensions of a matrix or rule-based decision making, where rules pre-assign certain decisions to one dimension or the other for unitary decision making. Recent exploratory research by the authors supports this conceptual framework and provides the potential to create a more flexible matrix structure- one that facilitates a more ambidextrous organization.

From the New York Times bestselling author of My Share of the Task and Leaders, a manual for leaders looking to make their teams more adaptable, agile, and unified in the midst of change. When General Stanley McChrystal took command of the Joint Special Operations Task Force in 2004, he quickly realized that conventional military tactics were failing. Al Qaeda in Iraq was a decentralized network that could move quickly, strike ruthlessly, then seemingly vanish into the local population. The allied forces had a huge advantage in numbers, equipment, and training—but none of that seemed to matter. To defeat Al Qaeda, they would have to combine the power of the world's mightiest military with the agility of the world's most fearsome terrorist network. They would have to become a "team of teams"—faster, flatter, and more flexible than ever. In Team of Teams, McChrystal and his colleagues show how the challenges they faced in Iraq can be relevant to countless businesses, nonprofits, and organizations today. In periods of unprecedented crisis, leaders need practical management practices that can scale to thousands of people—and fast. By giving small groups the freedom to experiment and share what they learn across the entire organization, teams can respond more quickly, communicate more freely, and make better and faster decisions. Drawing on compelling examples—from NASA to hospital emergency rooms—Team of Teams makes the case for merging the power of a large corporation with the agility of a small team to transform any organization.

"A major contribution to the field..." ." Gordon B. Davis, Honeywell Professor of Management Information Systems, Carlson School of Management, University of Minnesota, USA " "This book is required reading for anyone who wants to understand how and why computers influence organization structure. It established a conceptual foundation for the field, and examines the particular characteristics of the tools computer systems provide and what organizational impacts they can be expected to have. The conclusions are sometimes counter-intuitive, but always convincingly argued." Lee L. Gremillion, Partner, PricewaterhouseCoopers, USA "This is a superb source for people seeking to learn about organizational structure. Groth gives remarkable reasoning and interesting examples throughout the book. An exciting contribution" Kamar Singh, Project Manager, GE Aircraft Engines, Ohio, USA Lars Groth addresses a subject of key importance and takes a fresh and innovative look at the ways to build and develop organizations with the assistance of

information technology. Five major examples are used to point out the road ahead for those aiming to improve existing organizations with the help of new technology, as well as explaining some significant properties inherent in organizations and information technology. For the first time, the interplay between organization structure and information technology is thoroughly analysed in the context of established organization theory. Through examination of existing models and taking into account the new possibilities offered by IT, this book will enable practising managers and consultants to look at their organizations and decide where the greatest, and least, opportunities lie. The book will also be highly relevant to MBA, MIS and Executive courses concerned with the relationship between organizations and IT.

An introduction to a powerful and flexible network modeling tool for developing and understanding complex systems, with many examples from a range of industries. Design structure matrix (DSM) is a straightforward and flexible modeling technique that can be used for designing, developing, and managing complex systems. DSM offers network modeling tools that represent the elements of a system and their interactions, thereby highlighting the system's architecture (or designed structure). Its advantages include compact format, visual nature, intuitive representation, powerful analytical capacity, and flexibility. Used primarily so far in the area of engineering management, DSM is increasingly being applied to complex issues in health care management, financial systems, public policy, natural sciences, and social systems. This book offers a clear and concise explanation of DSM methods for practitioners and researchers.

By studying the work of hundreds of the most original and effective business minds, the authors present a common architecture that illuminates exceptional analysis and creative performance. 2 x 2 Thinking is characterized by a fundamental appreciation for the dynamic and complex nature of business. The best strategists go out of their way to tackle dilemmas rather than merely solve problems. They use opposition, creative tension, iteration and transcendence to get to the heart of issues and involve critical others in finding the best solutions. The authors demonstrate how to apply the 2 x 2 approach to a wide range of important business challenges.

Introduction to Business covers the scope and sequence of most introductory business courses. The book provides detailed explanations in the context of core themes such as customer satisfaction, ethics, entrepreneurship, global business, and managing change. Introduction to Business includes hundreds of current business examples from a range of industries and geographic locations, which feature a variety of individuals. The outcome is a balanced approach to the theory and application of business concepts, with attention to the knowledge and skills necessary for student success in this course and beyond.

Designing the Customer-Centric Organization offers todayâ??s business leaders a comprehensive customer-centric organizational model that clearly shows how to put in place an infrastructure that is organized around the demands of the customer. Written by Jay Galbraith (the foremost expert in the field of organizational design), this important book includes a tool that will help determine how customer-centric an organization is- light-level, medium-level, complete-level, or high-level- and it shows how to ascertain the appropriate level for a particular institution. Once the groundwork has been established, the author offers guidance for the process of implementing a customer-centric system throughout an organization. Designing the Customer-Centric Organization includes vital information about structure, management processes, reward and management systems, and people practices.

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