

1. Record Nr.	UNINA9910464532103321
Autore	Worley Christopher G
Titolo	The Agility Factor [[electronic resource]] : Building Adaptable Organizations for Superior Performance
Pubbl/distr/stampa	Hoboken, : Wiley, 2014
ISBN	1-118-82139-4
Descrizione fisica	1 online resource (199 p.)
Altri autori (Persone)	WilliamsThomas D LawlerEdward E
Disciplina	658.4/06 658.406
Soggetti	BUSINESS & ECONOMICS / Management Organizational change -- Management Organizational effectiveness Electronic books.
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Description based upon print version of record.
Nota di contenuto	Cover; More praise for The Agility Factor; Series page; Title page; Copyright page; Contents; Foreword; Preface; Origins of the Book; Outline of the Book; Final Thoughts; CHAPTER 1: Searching for Sustained Performance; Surviving versus Thriving; The Old Way of Defining Sustained Performance; A Different Way of Defining Sustained Performance; The Agility Factor; Darwinian Selection Argument; Organizational Physics Argument; Dynamic Capabilities Argument; Conclusion; Appendix; CHAPTER 2: Organizing for Agility; Organization Agility Defined; The Agility Pyramid; DaVita Prelude to a Transformation The Transformation of DaVita; Building Agility at DaVita; The ITSS Principle; Conclusion; CHAPTER 3: Strategizing and Perceiving; The Strategizing Routine; Developing the Strategy; Managing Strategy Execution; Establishing Organizational Purpose; The Perceiving Routine; Sensing Environmental Change; Sensing Without Communicating Is Waste; Communicating Without Interpreting Is Noise; Conclusion; CHAPTER 4: Testing and Implementing; Testing Is Risk and Innovation Well Managed; The Testing Routine at Zip Brands; Testing Complements Strategizing and

Perceiving

Testing Generates Options Implementing Is Change Well Managed; The
Implementing Routine at Netflix; Talent Management and Leadership at
Netflix; The Change Capability at Netflix; Conclusion; CHAPTER 5:
Transforming to Agility; An Orientation to Transformation; Setting the
Strategy; Fixing the Foundation; Building the Agility Routines; Cambia
Health Solutions; Initiating the Identity Journey; Designing and
Implementing the Initiatives; Reflections; Allstate Insurance Company;
Challenge Leadership and Clarify Strategy; Accelerate Change Through
Large-Group Interventions; Sustain Change and Learn
Reflections Harley-Davidson; Conclusion; Afterword: Some Reflections
on Agility; Agility and Sustainability; Agility and Organization
Development; Conclusion; Notes; About the Authors;
Acknowledgments; Index; End User License Agreement

Sommario/riassunto

A research-based approach to achieving long-term profitability in
business What does it take to guarantee success and profitability over
time? Authors Christopher G. Worley, a senior research scientist,
Thomas D. Williams, an executive advisor, and Edward E. Lawler III, one
of the country's leading management experts, set out to find the
answer. In The Agility Factor: Building Adaptable Organizations for
Superior Performance the authors reveal the factors that drive long-
term profitability based on the practices of successful companies that
have consistently outperformed their
