1. Record Nr. UNINA9910777620603321 Autore Flamholtz Eric Titolo Changing the game [[electronic resource]]: organizational transformations of the first, second, and third kinds / / Eric G. Flamholtz, Yvonne Randle; with a foreword by Howard Schultz New York,: Oxford University Press, 1998 Pubbl/distr/stampa **ISBN** 0-19-770264-3 1-280-52965-2 0-19-802785-0 1-4294-0030-7 Descrizione fisica 1 online resource (321 p.) Altri autori (Persone) RandleYvonne Disciplina 658.406 Soggetti Organizational change Organizational change - United States Organizational effectiveness Corporate culture - United States Lingua di pubblicazione Inglese **Formato** Materiale a stampa Livello bibliografico Monografia Description based upon print version of record. Note generali Nota di bibliografia Includes bibliographical references and index. Nota di contenuto Contents: Preface: Foreword: 1. Changing the Game: 2. Building Successful Organizations; 3. Entrepreneurship to Professional Management: Successful Transformations of the First Kind; 4. Successful Revitalizations: Transformations of the Second Kind: 5. Successful Vision Transformations Completed and in Progress: Transformations of the Third Kind; 6. Anatomy of Unsuccessful Transformations: 7. Strategic Transformational Planning for Changing the Game: First Steps; 8. Designing Organizational Structure: Understanding the Fundamentals 9. Designing Organizational Structure: Tailoring It to the New Game 10. Transforming Behavior to Play the New Game: Leadership and Management Development; 11. Transforming Behavior to Play the New Game: Utilizing Performance Management Systems and Corporate Culture Management; 12. Changing the Game in Action: The Bell-Carter

Olive Company; 13. Changing the Game: Lessons for Managers and Boards; Notes; Index; A; B; C; D; F; G; H; I; J; K; L; M; N; O; P; Q; R; S; T;

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Sommario/riassunto

Argues that firms succeed or fail in their industries according to the degree to which they are able to change to meet changing market decisions. The authors present a framework for managing the process of organizational transformation, and the tools that are necessary to manage that change.