1. Record Nr. UNINA9910790627503321 Autore Sandland Ron Titolo An icon in crisis: the reinvention of CSIRO / / Ron Sandland and **Graham Thompson** Pubbl/distr/stampa Sydney, Australia: ,: University of New South Wales Press, , 2012 **ISBN** 1-74224-597-8 Descrizione fisica 1 online resource (380 p.) Disciplina 306.20994 Soggetti Organizational change - Australia Lingua di pubblicazione Inglese **Formato** Materiale a stampa Livello bibliografico Monografia Description based upon print version of record. Note generali Nota di contenuto Contents; Acknowledgments; Acronyms; Foreword; Preface; PART I: A glorious past: but what of the future?; 1. CSIRO January 2001; 2. Big hairy audacious goals; 3. A new way of doing science; 4. Building up steam; 5. Emerging challenges; 6. Finding the money to do it; 7. The challenges of governance in a creative organisation; PART II: Dealing with the issues: 8. 2001: A cultural odyssey: 9. Roles, authority. responsibility: Who does what to whom?; 10. Surviving in Horizon 2: Making ends meet; 11. Help wanted: But where to find it?; 12. Getting the message across; Part III: Facing the Future 13. Transition to a truly national initiative 14. Full steam ahead; 15. Lessons learned; Conclusion; Appendices; Glossary; Notes; References; Sommario/riassunto In 2001, CSIRO's future looked shaky. The Australian government had announced a big increase in public funding for science, but had pointedly left the iconic national research agency out when it came to distributing the cash. Facing the threat of funding cuts and loss of reputation, CSIRO set about reinventing itself through what became known as its National Flagship Initiative. This book is the story of that program, told by Ron Sandland who led the initiative and Graham

Thompson who designed its systems and processes. To achieve the

changes that were necessary for its survival, CSIRO had to