Record Nr. UNINA9910823519303321 Autore Flamholtz Eric Titolo Changing the game: 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 Edizione [1st ed.] Descrizione fisica 1 online resource (xii, 308 pages): illustrations (black and white) Collana Oxford scholarship online 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 Previously issued in print: 1998. 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

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## Sommario/riassunto

The authors present a framework for managing the process of organisational transformation, and describe the tools that are needed to manage that change. They argue that firms have to change to meet changing needs in the marketplace.