

1. Record Nr.	UNINA9910825400303321
Autore	Worley Christopher G
Titolo	The Agility Factor : Building Adaptable Organizations for Superior Performance
Pubbl/distr/stampa	Hoboken : , : Wiley, , 2014
ISBN	1-118-82139-4
Edizione	[1st ed.]
Descrizione fisica	1 online resource (199 pages)
Classificazione	BUS041000
Altri autori (Persone)	WilliamsThomas D LawlerEdward E
Disciplina	658.4/06 658.406
Soggetti	BUSINESS & ECONOMICS / Management Organizational change -- Management Organizational effectiveness
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
