

1. Record Nr.	UNINA9910965213003321
Autore	Capelle Ronald G
Titolo	Optimizing organization design : a proven approach to enhance financial performance, customer satisfaction and employee engagement / Ronald G. Capelle
Pubbl/distr/stampa	San Francisco : , : Jossey Bass, , [2014] ©2014
ISBN	9781118763797 1118763793 9781118763827 1118763823
Edizione	[1st ed.]
Descrizione fisica	1 online resource (498 p.)
Disciplina	658.4
Soggetti	Business enterprises - Finance Business planning Customer relations Employees - Attitudes Organizational change
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Description based upon print version of record.
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Cover; Title Page; Copyright; Contents; List of Research Studies; Acknowledgments; Introduction; Chapter 1 Why Organization Design Matters; Employee Satisfaction; Customer Satisfaction; Financial Performance; Competitive Advantage; Significant Return on Investment; Foundation of Strategy Implementation; Foundation of Human Resources Management; Client Experience; Research Support; Special Topics; Understand the Strategy; Understand the Work; "A Clear Organization Design Will Make Us Bureaucratic"; Conclusion; Chapter 2 Organization Design Assessment; Organization Systems Functioning Model Organization Systems Change Model Organization Alignment Model; Vertical Alignment of Positions; Time Span; Universal Pattern of Organization Strata; Manager-Direct Report Alignment; Determining Vertical Alignment; Special Topics; Job Grades Substituted for Reporting

Levels; An Extra Layer Inserted for Career Planning; Arbitrary Removal of Management Layers; Span of Control; Stratum 1 Employees, Stratum 1 Supervisors, and Stratum 2 Managers; Organization Complexity and the Need for More Strata; Executive Assistant Return on Investment; Stratum 1 or Stratum 2?; Three-Level Teams  
One Manager, Two Positions in Two Different StrataOrganizations and Democracy; Work Levels Shifting; Conclusion; Functional Alignment of Positions; Special Topics; Co-CEOs; Position Titles; Core Functions for Today and Tomorrow; Missing Core Functions; Sales Challenges; Asset Management; Policy: A Critical Government Function; Information Technology Challenges; Outsourcing; Conclusion; Aligning Accountabilities and Authorities; Employee Accountabilities and Authorities; Manager Accountabilities and Authorities; Manager Once Removed Accountabilities and Authorities  
Supervisor Accountabilities and AuthoritiesCross Functional Accountabilities and Authorities; Type of Work; Delegation of Work; Working across Organizations: A Better Alternative to Matrix Organization; Special Topics; Conclusion; Aligning People with Positions; Skilled Knowledge; Information Processing Capability; Application; Talent Pool Review; Special Topics; Conclusion; Aligning Deliverables; Organization Planning and Review Model; Special Topics; Conclusion; Aligning Tasks; Method; Outcomes; Conclusion; Organization Design Principles; Conclusion  
Chapter 3 Organization Design ImplementationObjectives of an Organization Design Implementation; Organization Design Implementation Components Model; Project Scope, Structure, and Process; Organization Design; Project Management; People Change Management; Consolidated Method; Organization Design Implementation Process Model; Initiation; Planning and Design; Implementation and Monitoring; Sustainment; Organization Design Implementation Principles; Cascading, Iterative Process; Education and Training/Real Work/Feedback; Natural Work Teams; Strengthening the Organization Design Implementation  
Internal-External Team Approach

---

#### Sommario/riassunto

Optimizing Organization Design offers a comprehensive resource and valued guide for anyone interested in improving organization performance. The book presents an approach to optimizing organization design that is based on over 100 large scale projects and 23 research studies that have been completed by Capelle Associates over the past 25 years. In addition, the book includes insightful comments from executives on their success in using this approach. Capelle's research and client experience reveal that optimizing organization design leads to better financial performance, customer sat

---