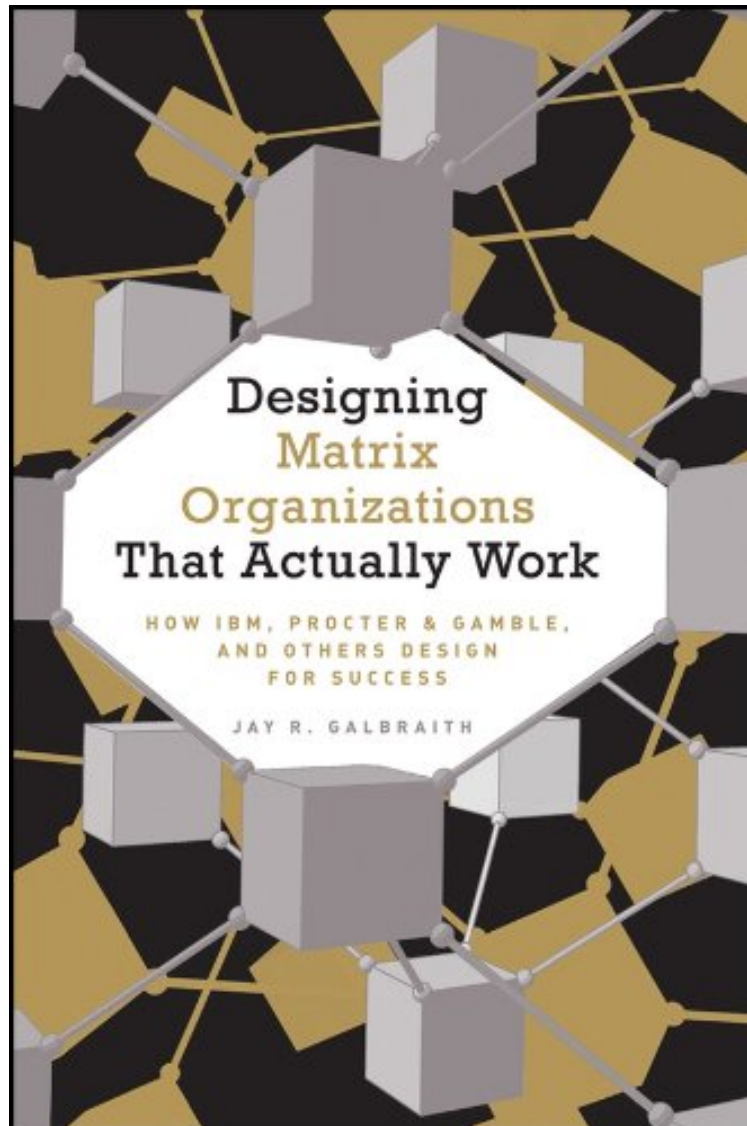


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Designing Matrix Organizations that Actually Work: How IBM, Proctor Gamble and Others Design for Success

Jay R. Galbraith

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Jay R. Galbraith : Designing Matrix Organizations that Actually Work: How IBM, Proctor Gamble and Others Design for Success before purchasing it in order to gage whether or not it would be worth my time, and all praised Designing Matrix Organizations that Actually Work: How IBM, Proctor Gamble and Others Design for Success:

5 of 5 people found the following review helpful. The Matrix RevisitedBy Kathleen M. MolloyFinally, a book that

peers inside the "black box" of the matrix organization and examines it from every possible angle. Dr Jay Galbraith, one of the most prolific writers on organization design of our time, provides us with a comprehensive, practical and easy to understand explanation of the matrix in all its forms. Even if you have read all of his other books, or know nothing about organization design, this one is a must-have, because it is a kind of foundation book that helps us further understand his other writings. The implementation of the matrix has long frustrated leaders, employees and organization designers because of its infamous "two-boss" requirement, which has bogged down decision-making and work flow. With Galbraith's objective and research-based style, there is no defending of the matrix, nor bias against the matrix. There is simply a deep and practical examination of how it works in real life and what it takes to make it work. The author starts with "Matrix 101" by helping to define it. The Matrix "arises" from business strategies that "require (a company) to be simultaneously excellent" in two or three, sometimes four "conflicting things." Examples are global and local (e.g. function X geography) or function, geography, and brand. The matrix design enables businesses to compete on an "and-and" basis rather than an "either-or" basis. He helps us see how the competitiveness of our virtual, global markets requires this simultaneous excellence in multiple areas, while enabling customers to choose and even design what they buy. Galbraith discusses the matrix as requiring attention to "balance of power" if it is to be successful. In order to be competitive innovators of new leading products, for example, the power of the "RD" and "marketing" functions of the matrix must be balanced so that the best ideas and design of both are brought to market. This makes sense. Galbraith describes several variations on the matrix, depending on the strategic and practical needs of a business: simple matrix, the "two hatted" matrix, the "baton-pass" matrix, complex matrix forms such as three and four dimensional matrix. These are not theoretical constructs made up by the author, these are actual forms that exist in our aerospace, pharmaceutical and manufacturing industries. His descriptions help us see the logic of these forms and how they evolved in specific industries as these industries grew (notable is his treatment of pharmaceutical RD). Time and again the author grounds us in the relationship between the organization and its environment - market, regulatory and cultural. This "dance" requires businesses to mirror the complexity of their markets. They also need to be flexible and continually evolve in order to compete. According to this book, the matrix is here to stay, and all large global organizations use them in some way. By telling the story of long-lived businesses like IBM, ABB, Walmart, Nestle, Proctor Gamble, that have continued to succeed (as markets allow) he helps us "get" that a successful matrix organization is not static, that it morphs over time. How can we make matrix organizations work? The answer lies in the systemic approach to organization design that looks beyond structure to the tight interdependency of all major components of organizational life: strategy, structure, processes, rewards, and, of course, people. Galbraith's version of the organizational system is represented by his own "Star Model," now used by hundreds of organization designers around the globe. Galbraith illustrates the importance of each of these components to the success of the matrix with detailed examples for communication, planning and coordination, talent management and reward systems. He warns us that matrix leaders need a special (conflicting!) skill set, and devotes a chapter to the design and implementation of the top leadership teams of matrix organizations. Look for Chapter 15, which lists the design capabilities that matrix organizations need to succeed, incorporating all five components of the Star Model. This list is immensely helpful to the organization designer. After reading this book, I had hoped I would find working with the matrix a little less challenging. No such luck. But at least now I know what I am dealing with. Designing Matrix Organizations That Actually Work is probably Galbraith's most personally written book in both tone and content. It is written much the way the way the author speaks, and includes his personal perspectives on "spin" about the matrix, as well as the uses and abuses of the matrix by organizational consultants. Jay Galbraith's insistence on balanced scholarship provides us with an unvarnished and highly practical examination of the matrix and gives the reader a chance to judge for oneself.

0 of 0 people found the following review helpful. Helpful in comprehending matrix environments
By Samantha G Hollingsworth
This book does help you understand the many aspects of a matrix environment. You will be able to better identify what is going right/wrong in your organization or with your part of it. It is a bit of a dry read but I am also not one to normally pick this type of book out but wanted the knowledge due to my workplace moving to this structure. If you are wanting to know both basic and in depth knowledge of Matrix Orgs this book will provide both.

1 of 1 people found the following review helpful. Excellent overview of current thinking on Matrix Organizations
By D. Lewis
Provides an insightful comprehensive overview of the many instantiations of matrix organizations in modern business. Covers several effective matrix structures, from simple through complex, and why each is appropriate. Emphasizes practical applications and desired effects. Fact and experienced based discussion of each type of structure. Very useful and interesting. Much better than most business organization guides.

Organization structures do not fail, says Jay Galbraith, but management fails at implementing them correctly. This is why, he explains, the idea that the matrix does not work still exists today, even among people who should know better. But the matrix has become a necessary form of organization in today's business environment. Companies now know that if they have multiple product lines, do business in multiple countries, and serve many customer segments through a variety of channels, there is no way they can avoid some kind of a matrix structure and the question most are asking is "How do we learn how to operate the matrix effectively?" In *Designing Matrix Organizations That Actually Work*,

Galbraith answers this and other questions as he shows how to make a matrix work effectively.

From the Inside Flap **Designing Matrix Organizations That Actually Work** Organization structures do not fail, says Jay Galbraith, but management fails at implementing them correctly. This is why, he explains, the idea that the matrix does not work still exists today, even among people who should know better. But the matrix has become a necessary form of organization in today's business environment. Companies now know that if they have multiple product lines, do business in multiple countries, and serve many customer segments through a variety of channels, there is no way they can avoid some kind of a matrix structure—and the question most are asking is "How do we learn how to operate the matrix effectively?" In **Designing Matrix Organizations That Actually Work**, Galbraith answers this and other questions as he shows how to make a matrix work effectively. Drawing on his forty years of experience in studying and consulting with matrix organizations, Galbraith first defines what they are, tells why they are chosen, and explains why there have been failures. He provides for a complete design of the matrix organization using his Star Model, a tested framework that aligns changes in structure, processes, rewards, and people practices. The Star Model consists of policies that leaders can control and that can affect employee behavior. It shows that managers can influence performance and culture—but only by acting through the design policies that affect behavior. In order to make a matrix work, the author reveals, good relations between departments are needed, planning processes are necessary to get aligned goals, the aligned goals must go into the reward system, and people who are matrix savvy must be selected and developed. Using examples from IBM, Nokia, Procter Gamble, and other successful corporations, he clearly illustrates the planning processes, reward systems, and human resources practices of successful implementers of the matrix.

From the Back Cover **Praise for Designing Matrix Organizations That Actually Work** "Rumors of the death of matrix organizations have been greatly exaggerated—the current business models of global companies in many industries require multidimensional lines of control and influence. This lucid book, richly illustrated with compelling insights and examples from Jay Galbraith's forty years spent helping global companies do matrix right, is essential reading for executives, management consultants, and students of organization at all levels."—Raymond E. Levitt, academic director, Stanford Advanced Project Management Program, and coauthor of *Executing Your Strategy* "Working with Jay Galbraith has taught me that the ultimate success of a matrix organization is in the implementation. From communicating and planning, to distributing power and decision making—it's all here. No one is more qualified to write on this subject than Jay Galbraith." —Don Robert, CEO, Experian Group "Jay has seen the world with a variety of lenses. He brings a rare insight with his unique combination of industry and academic experience. When Jay talks, I take particular note." —Olli-Pekka Kallasvuo, president and CEO, Nokia Corporation "Matrix organizations are a necessary evil in today's business environment, and they are very difficult to manage. Jay's knowledge and vast experience with large multinational companies have added immense value to our organization. He's also a pleasure to work with." —Ken Kannappan, CEO, Plantronics

About the Author Jay R. Galbraith is professor emeritus at the International Institute for Management Development (IMD) in Lausanne, Switzerland. He is also senior research scientist at the Center for Effective Organizations at the University of Southern California. He is the author or coauthor of several books, including *Designing the Global Corporation* and *Designing Your Organization*, both from Jossey-Bass.