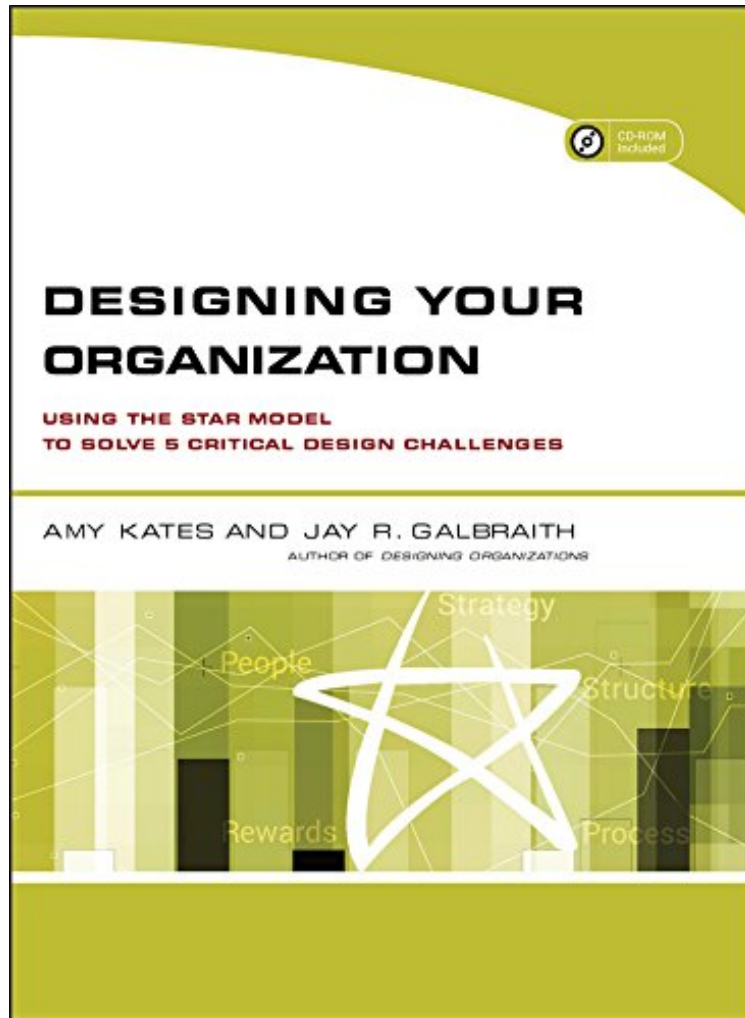


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## Designing Your Organization: Using the STAR Model to Solve 5 Critical Design Challenges

Amy Kates, Jay R. Galbraith

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**Amy Kates, Jay R. Galbraith : Designing Your Organization: Using the STAR Model to Solve 5 Critical Design Challenges** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Designing Your Organization: Using the STAR Model to Solve 5 Critical Design Challenges:

1 of 1 people found the following review helpful. Good introductory reading on Large Organization Design, 5 Focus areas as well By Dimitris Tranoudis Great reading for those realizing that organization design is deeply connected to strategy and delivery of business results. Very often organizations are installed or "announced" but not "implemented" which beyond selecting appropriate profiles requires cultural and behavioral training, processes and rewards design as well. The book tackles comprehensively the questions of organizational design regarding: customer centricity and

customer focus, collaboration over borders (national and others), matrix organizations and their paradigm difficulties, centralization and decentralization for large corporations, producing innovation. As a teaser, Chris Bartlett's, Harvard Business School professor inspiring quote: "Companies often pursue 3rd generation strategies using 2nd generation organizations staffed with 1st generation human resources. 0 of 0 people found the following review helpful. Useful Charts and Templates to Help Guide Organization Design By Fred Cheyonski Galbraith and Kates summarize his classic organization design approach and concepts updating them to address 5 major issues. They relate the star model and the interdependencies between strategy, capabilities, structures, processes, people, and rewards. Their emphasis from the start is on ways strategy can be translated into design criteria. In succeeding chapters, the authors use the star model to treat each of the 5 major issues, i.e. (1) designing around the customer, (2) organizing across borders, (3) making a matrix work, (4) solving the centralization / decentralization dilemma, and (5) organizing for innovation. Within the chapters, they introduce examples and tools that are pertinent to the particular issue. In one instance, examples such as those related to a specialty chemical company, an HR organization and a bank are particularly helpful in explaining light, medium and intensive customer-centric designs. In another instance, charts such as those related to geographic options were illuminating in detailing cross border management alternatives. The appendices and CD included offer a number of templates that can be further adapted for use such as those for business portfolio strategy and structural design options as well as for basic responsibility charting and simple competency assessments. 3 of 3 people found the following review helpful. The benchmark for practical application of OD theory By Richmond Eric This latest work from Kates and Galbraith provides the most practical combination of OD theory and application I have read to date. It provides a field-tested guide for working with clients or within your own organization and offers guidance on the five most challenging design issues we face today. If you don't have the luxury of reading broadly on this general topic, then I strongly encourage you to begin with this work. If you're up for a study in contrasts read "Organizational Design" by Burton, DeSanctis, and Obel. Although it is a popular textbook, in my opinion it is disappointingly light on value. For sake of full disclosure, I am a long-term fan of Galbraith and his previous works -- having been introduced to his "Designing Organizations" by a consulting firm who assisted our group with a reorganization effort over a decade ago.

Designing Your Organization is a hands-on guide that provides managers with a set of practical tools to use when making organization design decisions. Based on Jay Galbraith's widely used Star Model, the book covers the fundamentals of organization design and offers frameworks and tools to help leaders execute their strategy. The authors address the five specific design challenges that confront most of today's organizations:

- Designing around the customer
- Organizing across borders
- Making a matrix work
- Solving the centralization and decentralization dilemma
- Organizing for innovation

"Jay Galbraith and Amy Kates provide the compass, charts, essential tools and supplies for the journey to organization effectiveness in dynamic times. Designing Your Organization, brought forth at a time of major challenges to global business and national priorities, brings contemporary organization decisions into focus and provides clear advice to achieve business performance today and tomorrow." --John D. Hofmeister, president and U.S. country chair, Shell Oil Company

"Should be used by every leader seeking to give their organization a competitive advantage. Galbraith offers a practical framework to align a corporation's organizational structure with its business strategy." --Thomas J. Falk, chairman and CEO, Kimberly-Clark Corporation

"Starting several decades ago, Jay Galbraith wrote a series of books that essentially defined the field of modern organization design. Now, with deceptive simplicity, compelling logic, and immense practicality, he and Amy Kates have summarized in a single place what every manager needs to know about this vitally important subject." --Thomas W. Malone, Patrick J. McGovern Professor of Management; director, MIT Center for Collective Intelligence, MIT Sloan School of Management; and author, The Future of Work

From the Inside Flap "Designing Your Organization" is a hands-on guide that provides managers with a set of practical tools to use when making organization design decisions. Based on Jay Galbraith's widely used Star Model, the book covers the fundamentals of organization design and offers frameworks and tools to help leaders execute their strategy. The authors address the five specific design challenges that confront most of today's organizations: - Designing around the customer - Organizing across borders - Making a matrix work - Solving the centralization and decentralization dilemma - Organizing for innovation "Designing Your Organization" is written for managers and leaders who make critical choices about organizational strategy and execution as well as for human resource and organization design and development professionals who help implement these decisions. This important resource includes a CD-ROM. From the Back Cover

**DESIGNING YOUR ORGANIZATION** Designing Your Organization is a hands-on guide that provides managers with a set of practical tools to use when making organization design decisions. Based on Jay Galbraith's widely used Star Model, the book covers the fundamentals of organization design and offers frameworks and

tools to help leaders execute their strategy. The authors address the five specific design challenges that confront most of today's organizations: Designing around the customer Organizing across borders Making a matrix work Solving the centralization/decentralization dilemma Organizing for innovation Designing Your Organization is written for managers and leaders who make critical choices about organizational strategy and execution as well as for human resource and organization design and development professionals who help implement these decisions. This important resource includes a CD-ROM. Praise for Designing Your Organization "Jay Galbraith and Amy Kates provide the compass, charts, essential tools, and supplies for the journey to organization effectiveness in dynamic times. Designing Your Organization, brought forth at a time of major challenges to global business and national priorities, brings contemporary organization decisions into focus and provides clear advice to achieve business performance today and tomorrow." John D. Hofmeister, president and U.S. country chair, Shell Oil Company "Should be used by every leader seeking to give their organization a competitive advantage. Galbraith and Kates offer a practical framework to align a corporation's organizational structure with its business strategy." Thomas J. Falk, chairman and CEO, Kimberly-Clark Corporation "Starting several decades ago, Jay Galbraith wrote a series of books that essentially defined the field of modern organization design. Now, with deceptive simplicity, compelling logic, and immense practicality, he and Amy Kates have summarized in a single place what every manager needs to know about this vitally important subject." Thomas W. Malone, Patrick J. McGovern Professor of Management; director, MIT Center for Collective Intelligence, MIT Sloan School of Management; and author, The Future of Work