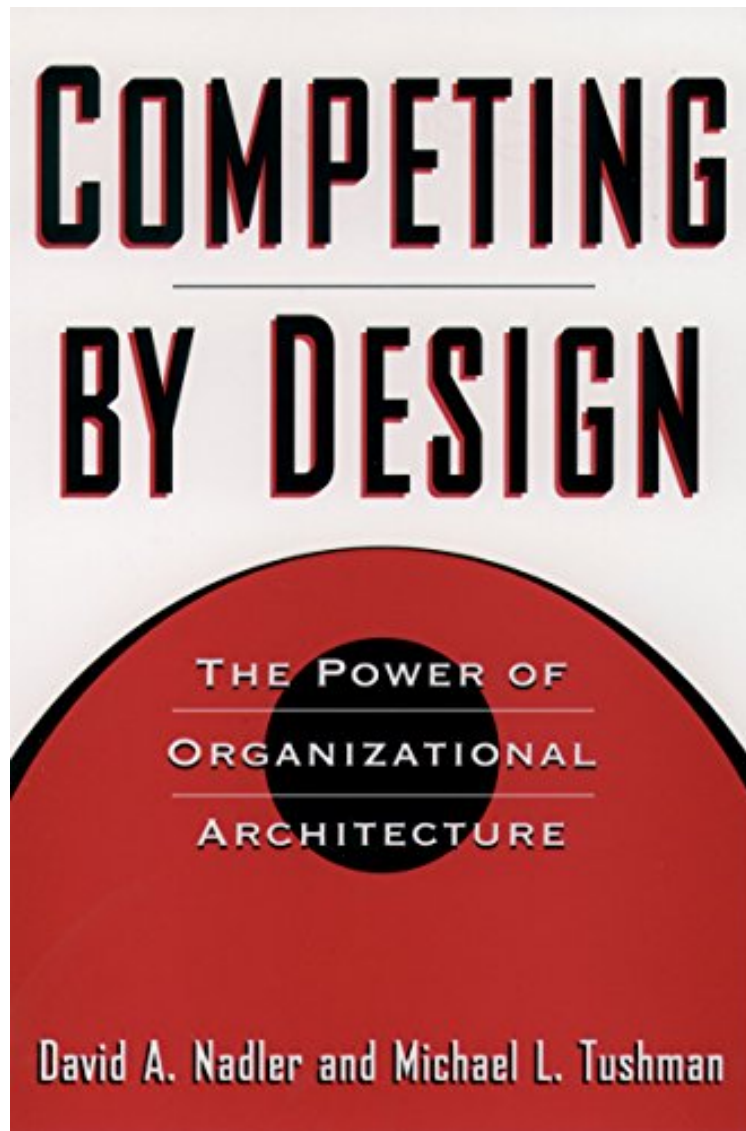


(Pdf free) Competing by Design: The Power of Organizational Architecture

Competing by Design: The Power of Organizational Architecture

David Nadler, Michael Tushman

*DOC | *audiobook | ebooks | Download PDF | ePub*



DOWNLOAD



+

READ ONLINE

#443056 in eBooks 1997-07-10 1997-07-10 File Name: B004UP9B8I | File size: 29.Mb

David Nadler, Michael Tushman : Competing by Design: The Power of Organizational Architecture before purchasing it in order to gauge whether or not it would be worth my time, and all praised *Competing by Design: The Power of Organizational Architecture*:

4 of 4 people found the following review helpful. A great book on the hard and soft factors of organizational design By Rajan Gopalakrishnan A great book providing a broad overview of the various organization design factors and techniques. These techniques are also embellished with good examples; in fact each chapter begins with an example. Many ideas and theories in org design (such as HPWS, Jay Galbraith's theories, BPR etc) are covered. The authors also give equal if not higher credence to the organization culture, the soft underbelly of organizational design. Several

examples of theirs illustrate how even the most well planned designs go completely awry when cultural fit is not taken into consideration in the redesign. The authors have put their heart and soul into this book and it shows. I own this book and keep referring to it once in a while. The only reason to drop one star is because I would have wished for a little more visuals. It gets pretty dry, especially towards the end. 0 of 0 people found the following review helpful. Let's see some more Nadler (and Walton/Shaw) publications! By Katherine Parramore I wish David Nadler (and Elise Walton, and Robert Shaw) would issue a new book! My favorite obviously, given these three authors is "Discontinuous Change" but David's book is a great extension. Think others would greatly benefit, but would look for updated case studies 2 of 2 people found the following review helpful. Value in Design By qcriddler This is a book that focuses on the essence of organizational design, providing key concepts and principles in designing organizational structure. With global examples, the book demonstrates what and why businesses must move from the "old-way of structuring our business" to new transformed designs. A number of essential design elements are addressed: human issues, technical requirements, project management, and strategic issues. A bonus feature of this book is the provision of tips on things that should be done and things to avoid in the design project. A key take-away is that organizations need to continual redesign if they hope to be successful. This calls for flexible architectures to accommodate constant change. The book provides an academic approach, but any practitioner worth their claim to expertise in organizational design can make the practical leap. For beginners, it provides a solid base in theory, a precursor to being able to make the correct applications. I recommend this book.

If the defining goal of modern-day business can be isolated to just one item, it would be the search for competitive advantage. And, as everyone in business knows, it's a lot harder than it used to be. On the one hand, competition is more intense than ever--technological innovation, consumer expectations, government deregulation, all combine to create more opportunities for new competitors to change the basic rules of the game. On the other hand, most of the old reliable sources of competitive advantage are drying up: the hallowed strategies employed by GM, IBM, and ATT to maintain their seemingly unassailable positions of dominance in the 1960s and 70s are as obsolete as the calvary charge. So in this volatile, unstable environment, where can competitive advantage be found? As David Nadler and Michael Tushman show, the last remaining source of truly sustainable competitive advantage lies in "organizational capabilities": the unique ways each organization structures its work and motivates its people to achieve clearly articulated strategic objectives. For too long, too many managers have thought about "organization" merely in terms of rearranging the boxes and lines on an organizational chart--but as *Competing by Design* clearly illustrates, organizational strength is found far beyond one-dimensional diagrams. Managers must, argue Nadler and Tushman, understand the concepts and learn the skills involved in designing their organization to exploit their inherent strengths. All the reengineering, restructuring, and downsizing in the world will merely destabilize a company if the change doesn't address the fundamental patterns of performance--and if the change doesn't recognize the unique core competencies of that company. In this landmark volume, the authors draw upon specific cases to illustrate the design process in practice as they provide a set of powerful, yet simple tools, for using strategic organization design to gain competitive advantage. They present a design process, explore key decisions managers face, and list the guiding principles for incorporating the design function as a continuing and integral process in organizations that are looking to the future. In 1918, Henry Ford's Dearborn assembly plant was the model of the new assembly-line technology. Today, the assembly plant is an aging relic, but, incredibly, the organizational architecture it spawned lives on in steep hierarchies, centralized bureaucracies, and narrowly defined jobs. As companies are coming to realize they can't compete successfully in the 21st century with organizations based on 19th century ideas, *Competing by Design* shows clearly and persuasively why--and, most importantly how--to harness the power of organizational architecture to unleash the competitive strengths embedded in each organization.

The search for competitive advantage, write management consultants and educators David Nadler and Michael Tushman, is "the defining goal of modern-day business." *Competing by Design: The Power of Organizational Architecture*, is their guide to reaching that goal through total integration of corporate structure, workplace culture, and employee motivation. Bringing all such processes together into one unified organization, they contend, is as important to a company's future as the architectural unity of the building that houses it. "Nadler and Tushman's central argument, that 'Competing by Design' is now the most reliable source of corporate advantage, is totally persuasive. They proceed to offer, by example as well as precept, the most comprehensive and sensible guide available on the art and science of organization design. This book is grounded on careful research and should be essential reading for all general managers."--Paul Lawrence, Donham Professor, Emeritus, Harvard Business School "In this fast-moving marketplace, change is not only required for continued prosperity; it's also very hard work. This book offers both thoughtful insights and explicit ideas about how to go about making constructive changes. It's easy to read, packed with information and filled with useful examples. It's a must read."--Henry Schacht, Chairman and Chief Executive officer, Lucent Technologies, Inc. "Working with David Nadler for 17 years, I've learned that there is a systematic way to look at our problems and a way to organize structure, people and culture to implement competitive strategies for success. Those

principles are concisely described in this book, complete with real world examples."--William F. Buehler, Executive Vice President, Xerox Corp."Your only sustainable advantage today may be your organizational capabilities: the ways you organize work and motivate your work force to meet strategic objectives. Competing by Design shows you how to maximize these competitive strengths by redesigning your firm."--Soundveiw Executive Book SummariesAbout the AuthorMichael Tushman is at Columbia Business School.