

ADDISON-WESLEY OD SERIES

# Self-Designing Organizations

*Learning How to Create  
High Performance*

Susan Albers Mohrman  
Thomas G. Cummings



# Self Designing Organizations

**Karl E. Weick**



## Self Designing Organizations:

*Self-designing Organizations* Susan Albers Mohrman, Thomas G. Cummings, 1989      **Organization design** Karl E. Weick, 1977      **Handbook of Organization Studies** Stewart R Clegg, Cynthia Hardy, Walter R Nord, 1996-09-19 A valuable guide to major issues in the field Gareth Morgan University of York The Handbook of Organization Studies completes the trilogy begun by two previous pathbreaking handbooks March's Handbook of Organizations 1965 and Nystrom and Starbuck's Handbook of Organizational Design 1981 Like the earlier two handbooks the editors have recruited an international group of up and coming junior scholars as well as seasoned veterans and the result is stunning a gold mine of ideas I wholeheartedly recommend this book Howard E Aldrich Kenan Professor of Sociology University of Northern Carolina at Chapel Hill A marvellous collection of up to date scholarship on organization studies from a whole array of perspectives A must for any organization researcher's bookshelf Koya Azumi Professor of Sociology International Christian University Tokyo The Handbook of Organization Studies provides a much needed synthesis of the literature and knowledge about organizations and organizing I recommend it as an essential reference book for business schools as well as social science departments Professor Jean Claude Thoenig INSEAD Fontainebleau France This book is the most significant contribution to the study of organizations to have appeared in one volume since the classic Handbook of Organizations which James March edited thirty years ago This Handbook of Organization Studies should remain relevant for at least as long as its predecessor John Child Guinness Professor of Management Studies The Judge Institute of Management Studies University of Cambridge The Handbook of Organization Studies is a stunning accomplishment The volume forces relics of an earlier era like me to rethink the fields of organizations and organization studies It captures the exciting differences that are part of our literature in one place The volume undoubtedly will stimulate new enquiries which will require another such handbook in another three decades Richard H Hall Distinguished Service Professor Department of Sociology and Management State University of New York Albany This book will stimulate many exciting conversations among readers that would not have occurred without it It is creative in design and conception and the quality is superb Definitely it will appeal to those who wish to celebrate the diversity of perspectives and issues in the field and outflank those who wish to imagine that there is nothing of value outside the mainstream Professor John M Jermier University of South Florida Tampa This unique handbook presents a major retrospective and prospective overview of the field of organization studies Drawing on the talents of an outstanding team of international contributors the editors have assembled assessed and synthesized the key strands in past and current theory The text moves from the general to the specific from the past to the present and from the present to the future Addressing the established traditions as well as newer foci of inquiry it examines the questions that the fin de siècle poses for organizations and for ourselves as organization members and researchers Central to the enterprise has been a concern to reflect and honour the manifest diversity of the field including recognition of the extent to which the very notion of a single

field of organization studies is itself debated while also directing attention to the points of intersection and potential dialogue across the numerous conversations that make up this area of study

**Organizations, Theory and Analysis** Arthur G. Bedeian, 1980

**Managing Organizations** Stewart R Clegg, Cynthia Hardy, Walter R Nord, 1999-06-22 In Managing Organizations Stewart Clegg Cynthia Hardy and Walter Nord explore the major issues and debates in management and organization The textbook addresses key topics such as leadership decision making and innovation in organizations alongside such themes as diversity globalization and ecology Students and teachers of management will find this a comprehensive and wide ranging resource on the core issues for contemporary managers and organizations

**Designing and Leading Team-Based Organizations, A Leader's / Facilitator's Guide** Susan Albers Mohrman, Allan M. Mohrman, Jr., 1997-03-28 Proven to work tools for building or fine tuning teams The authors of Designing Team Based Organizations present hands on guidance for establishing or refining teams in organizations where they carry out the core work process Though teams are fast becoming the basic foundation of businesses and other organizations surprisingly few resources are available to help managers leaders and design teams organize an entire business or business unit around teams In response to requests from their consulting clients including Texas Instruments and Honeywell the Mohrmans developed these step by step materials to accomplish just that The workbook is a practical guide that combines basic concepts with dozens of valuable worksheets that team organizers can use to create a viable design plan Attractively designed with clear graphics sidebars to do lists and diagnostic aids the workbook details planning design goals decision making communications leadership roles performance management and more The facilitator's guide outlines how to use the workbook with groups so that unit managers project managers design professionals and human resource staffs can work efficiently with their management teams to transform their groups into teams

*Managing Complexity in High Technology Organizations* Mary Ann Young Von Glinow, Susan Albers Mohrman, 1990 High technology which accounts for a rapidly growing section of the global workforce presents a different set of management problems than have usually been encountered by traditional industry In this book Von Glinow Mohrman and their expert contributors discuss the reasons for this difference and define new organizational forms for global high technology management Propounding a revolutionary approach to high technology management issues they explore management teams high velocity environments and high technology marketing as well as human resource considerations including team interdependence compensation and culture clash

**Developing Network Organizations** Rupert F. Chisholm, 1998 The interorganizational network is rapidly emerging as a key type of organization and the importance of the network is expected to increase throughout the 21st century Developing Network Organizations Learning from Practice and Theory covers the process of developing these complex systems Chisholm uses in depth description and analysis based on direct involvement with three diverse networks to identify critical aspects of the development process Chisholm explains relevant concepts and appropriate methods and practices in the context of developing these three networks bringing the

reader along on his journey of learning about these networks and their development He also identifies ten key learnings derived from his direct involvement with the development process

**Say It with Presentations: How to Design and Deliver Successful Business Presentations** Gene Zelazny, 2000-01-11 Organize a powerful effective business presentation and deliver it with style Say it with Presentations helps you define why you re giving the presentation and the audience you need to convince This compelling comprehensive presentation toolkit tells you when why and how to use humor and yes silence to get your points across howto make the most of visuals set up facilities and equipment and rehearse to communicate your confidence conviction and enthusiasm and much much more

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*Designing the Future: How Ford, Toyota, and other World-Class Organizations Use Lean Product Development to Drive Innovation and Transform Their Business* James M. Morgan, Jeffrey K. Liker, 2018-10-26 How companies are using lean development to revolutionize their product and service offerings vital lessons any business leader can use as an engine of innovation How did Ford Motors use Lean Development to pull off one of the most impressive corporate turnarounds in history Largely by avoiding the mistakes that so many companies make when in a death spiral They looked beyond manufacturing efficiency to change the very fundamentals of how they developed vehicles In *Designing the Future* Lean product development expert James Morgan and world renowned Lean guru Jeffrey K Liker reveal why so many companies have achieved only moderate success with Lean in operations with a limited impact on their overall business They take you through the process of bringing the best of Lean management to your enterprise in order to link your business strategy to superior value designed for customers The authors provide an actionable approach to building a better future for your business fueled by an iterative integrated process that relies on simultaneous engineering linking strategy and vision They illustrate how to empower skilled and talented people to make collaboration and innovation a habit hour to hour and day to day It s the secret of full implementation of Lean and this groundbreaking guide takes you through every step of the process The best way to predict the future is to create it With *Designing the Future* you have everything you need to create a flexible iterative business transformation process that takes you from strategic vision to value stream creation for maximum customer value delivery

**Best Papers Proceedings ... Annual Meeting of the Academy of Management** Academy of Management, 1995

**Organizational dynamics** American Management Associations, 1987

**Directors & Boards** ,1978

**Communications & Strategies** ,1997

**Educational Administration Abstracts** ,1976

Long Range Planning Strategic Planning Society, 1998

*Central Currents in Organization Theory* Stewart Clegg, 2002

**Change Agents** Manuel London, 1988-08-15 Describes the new roles that human resource professionals must play to bring about necessary changes and to help develop quality employees Offers specific strategies and programs to help build a well trained continually updated staff and so gain competitive advantage

**The Management of Constituent Groups in a Declining Environment** Susan Kay Smith, 1986

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