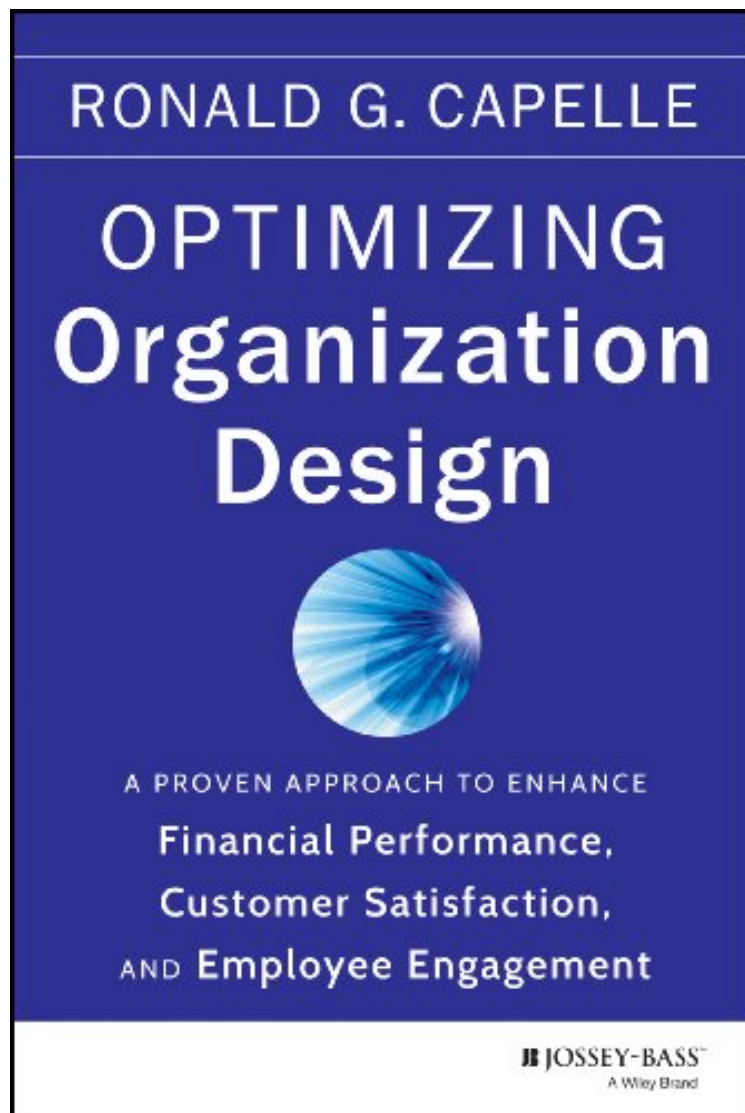


(Read free) Optimizing Organization Design: A Proven Approach to Enhance Financial Performance, Customer Satisfaction and Employee Engagement

Optimizing Organization Design: A Proven Approach to Enhance Financial Performance, Customer Satisfaction and Employee Engagement

Ronald G. Capelle

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Ronald G. Capelle : Optimizing Organization Design: A Proven Approach to Enhance Financial Performance, Customer Satisfaction and Employee Engagement before purchasing it in order to gage whether or not it would be worth my time, and all praised Optimizing Organization Design: A Proven Approach to Enhance Financial Performance, Customer Satisfaction and Employee Engagement:

0 of 0 people found the following review helpful. An approach for including organization design in major change efforts

By Chris Becker
Ron Capelle's 'Optimizing Organization Design' is a much needed voice in management theory and practice. With so much of the attention paid to technological change, demographic changes in the workforce, outsourcing, globalization and more, it's been easy for managers and consultants to find excuses to ignore organization design. With companies increasingly leveraging technology to rebuild and reconstruct how work is done, this book shows how organization design is possibly a more important consideration than ever in ensuring successful and lasting change. Capelle describes and then proves how organization design is not only a key component of management practice, but how it can be used as a competitive advantage to drive improved financial performance, customer and employee satisfaction. The starting point is the clear focus on work, and on the task as the 'molecules' of an organization. This consistent base provides a solid frame of reference and 'common currency' to discuss a range of management topics, not just organization design. Topics such as building project teams, the role of external consultants, aligning compensation, talent pool management, improving work flow, leveraging technology and more. This allows for a broader look at organization structure, as a valid management topic, not just structure for its own sake as it is often seen. The focus on work also allows for a path to include and integrate Capelle's organization design principles and research into a range of transformation efforts that are driving innovation and growth in economies around the world. Practical and actionable, 'Optimizing Organization Design' provides a solid foundation and business case to include organization design in all major change efforts.

2 of 4 people found the following review helpful. Unclear audience for the book

By Paul Holmstrom
For us in the field, this is the book that we have waited for since we heard and saw Ron Capelle's conference presentation in 2005. The rigour of Ron and his associates in studying the financial implications of the theoretical frameworks of design is admirable. It is great to see that this stuff works. Most books in the area of organisational design focus on efficiencies in horizontal structure, such as function or geography. There is plenty of research but little evidence in the traditional literature. This book is mainly about the vertical structures, i.e. the hierarchical levels. This is where the true path to effectiveness lies. I am unsure about the intended audience of this book. It is both too technical and not deep enough for any person not familiar with the field. I think a newcomer will get lost in all the references to stratum numbers and what they actually mean. On one hand the book is quite detailed but does not provide enough theory for the reader to do-it-yourself. There are plenty of checklists, but they require substantial additional knowledge like reading more books in the field or finding a good consultant. Those of us already familiar with the theory and frameworks will enjoy all the data and financial analysis provided in the book. We will gladly read all the checklists and research papers as they provide insight into how one of the most significant consultancies in the field thinks and works. Elliott Jaques' original research at the Glacier Metal Company was very much dependent on the intentions of the CEO to build a company where people meant something and actually had something to contribute. In his writings Elliott kept coming back to allowing employees to use their discretion, in other words to use their heads. A few years before Elliott died, he and I had a long personal discussion. We talked a lot about what he called "information chunking", what the strategy planning literature calls "bottom-up". It is not only about a direction, it is mainly about a sense-making discussion between people working at adjacent levels in an organisation. The tendency within the field of Requisite Organization the past decade has been to diminish the importance of discretion and allowing employees to do the right thing within a given overall context. This book places much emphasis on structure and the top-down perspective. We all know that structure drives behaviour. In the book Ron writes a lot about alignment, which I think may be another word for appreciative conversations regarding work. This is a good and interesting book, but I believe that Ron could have put more emphasis on the processes that create efficiencies. The book describes the structural side of the approaches of Capelle and Associates, but I am sure that the qualitative content of the conversations that they had with their clients provided most of the value and efficiencies.

3 of 3 people found the following review helpful. Research-proven methods for optimizing your organization

By Forrest Christian
Ron Capelle has written what one hopes will become a keystone text in the field of organizational design. It's a good book for both current and aspiring executive level managers, too, and that's a rare treat. If you are in Organizational Design, you will find a surprising trove of actual content from a very experienced and knowledgeable professional. If you are a manager, you will see the hard results of implementing Capelle Associates' Optimizing Organizational Design (R) approach. "Optimizing Organization Design" details Capelle Associates work and research over the last 35 years in helping real-world organizations create dynamic and value-generating organizations through clear and naturally fitting structure and practices. It also does a good job of showing how to implement a real-world version of the Requisite Organization that Elliott Jaques began to discover in 1948 when he started working with Glacier Metal Company as an organizational psychologist. Capelle also details a great deal of what has been proprietary research in extensive appendices. That alone is worth much more than you'll pay for the book. It weighs in at some 460 pages, and I confess to groaning when I received the copy I was sent to review. But that's misleading: the book proper makes up only 200 pages, and I quickly devoured it. I can always complain about management books (they are just too "list-y" for my tastes) but I zipped through this, eagerly looking taking it in. You aren't going to get bogged down in specialist talk. The rest of the book contains incredibly useful Appendices that describe his research over the last 35 years. It's

wildly useful to see real numbers and something more management writers could do. They may, however, not have the rigor that Capelle has brought to his consulting work. He stared with a researcher's eye for the truth and combined it with the practical and pragmatic concerns of helping his clients get things done. This has let him not only help his clients to some amazing results. He also collected a lot of data that demonstrates how well or poorly his methods worked. Some of these numbers are pretty hard to believe, but I have spoken with some of the principals involved in the past and they said the same. His methods are truly that powerful: able to transform organizations from stuck in the mud to dynamic profit generators. The key is getting managers who can actually manage the people reporting to them. Capelle cites the idea of levels of work as key. Roles in an organization can be slotted into different sizes based on the required type of work done and decisions made within them. Proper distance of one size greater between manager and subordinate clears up a great deal of what we think of as HR problems, according to Capelle (backed up by the numbers in his Appendices). It leads to a simple set of management practices that create trustful workplaces, things like a manager being responsible for the career mentoring of his subordinates' direct reports. These are simple things but they do not seem to be simple to deploy. We have many "solutions" that do more harm than good, and getting rid of the favorite voodoo practices of HR or the C-suite in a company can be hard going. Capelle provides clear evidence that it's worth the work. Most organizational books that come across my desk (and there are many) are long on commentary and short on real content, worth little more than a field's worth of cow pucks. "Optimizing Organizational Design" bucks the trend with value on almost every page. Highly recommended. (DISCLOSURE: I was sent a copy of this book to review by the author.)

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 satisfaction and employee engagement. It can provide a competitive advantage and a significant return on investment. It can also become the foundation of both strategy implementation and human resources management. Capelle shows that organization design includes the alignment of a number of critical factors, including positions (vertical and functional); accountabilities and authorities (managerial and cross functional); people; deliverables and tasks. He shows that manager's direct report alignment is the single most important organization design variable. His research also shows that it is suboptimal nearly half the time. This is a horrendous waste of talent and capability, but also provides a significant opportunity for improvement in organization performance. Optimizing Organization Design clearly explains how to implement organization design improvements. This approach includes people change management, project management, and a cascading, iterative approach that is based on teams and involves education, doing real work and feedback. In addition, Optimizing Organization Design includes special sections on the role of the Board of Directors, project management, process management and compensation. In addition, the author has included four case studies and a useful glossary.

From the Inside Flap
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 satisfaction, and employee engagement. It can provide a competitive advantage and a significant return on investment. It can also become the foundation of both strategy implementation and human resources management. Capelle shows that organization design comprises the alignment of a number of critical factors, including positions (vertical and functional), accountabilities and authorities (managerial and cross functional), people, deliverables, and tasks. He shows that manager's direct report alignment is the single most important organization design variable. His research also shows that it is suboptimal nearly half the time. This is a horrendous waste of talent and capability, but also provides a significant opportunity for improvement in organization performance. Optimizing Organization Design clearly explains how to implement organization design improvements. This approach includes people change management, project management, and a cascading, iterative approach that is based on teams and involves education, doing real work, and feedback. In addition, Optimizing Organization Design includes special sections on the role of the Board of Directors, project management, process management, and compensation. In addition, the author has included four case studies and a useful glossary.
From the Back Cover
Optimizing Organization Design: Executive Experience "With the full benefit of hindsight I can only reiterate the statement I made to you following your final presentation, "This is the best value for money I have ever experienced from any consultant." —Isadore Sharp, Founder and Chairman, Four Seasons Hotels and Resorts, and author, Four Seasons: The Story of a Business Philosophy "We are now in the eighth year

from the time that you initially supported us with an organization design assessment and implementation ... all of the key foundational organization design principles have remained intact within Allstate ... in 2013, we have been selected by AON Hewitt as one of the Best Employers in Canada ... In addition, over the last three years, we have outperformed the industry on all key performance metrics." mdash;Eric Pickering, Vice President, Human Resources, Allstate Canada Group "We have recently been awarded the Great Workplace Award by the Gallup organization. The award positions LS as being one of the most engaging companies in the world. In 2013 only 32 companies globally received this special recognition, with LS being the sole retailer in the group ... we believe that our organization design practices have provided an important foundation for the deployment of our employee engagement initiatives and would like to thank Capelle Associates for their support in that regard." mdash;Gerry Savaria, President CEO, LS travel retail North America "The organization assessment you carried out provided excellent insights, and your recommendations set a baseline for improvements that we have made to the organization. In addition, the implementation consulting support provided us with methods, materials, and training, so we did not have to 'reinvent the wheel.' There is no question that you have helped us to achieve the significant improvements in our organization." mdash;George Weber, President CEO, Royal Ottawa Health Care Group

About the Author Ronald G. Capelle has over 35 years of organization experience. He and his colleagues have developed the Optimizing Organization Designreg; approach. This approach is based on over 100 large scale projects and 24 research studies that they have conducted over the past 25 years. The research and client experience shows that this approach leads to better employee satisfaction, better customer satisfaction and better financial performance. Ron has successfully completed many very complex projects, including improving the operations of an organization in over 60 countries.nbsp; He has consulted with virtually all types of organizations in the private sector, non-profit sector and the government sector. He has supported global clients with operations in North America, South America, Europe, Asia, and Africa. As well as consulting, Ron has completed extensive research into organization design and uses the data to offer clients a customized, proven approach to strategic organization design.nbsp; This includes benchmarking databases with over 59,000 manager ndash; direct report relationships and over 13,000 employee satisfaction questionnaire responses.nbsp; With a Ph.D. from York University, Ron is also a Certified Management Consultant (CMC); a Certified Organization Development Consultant; a Registered Psychologist (CPsych); a Certified Human Resources Professional (CHRP); and has completed the academic requirements for the Directors Education Program (University of Toronto Rotman School of Management and ICD Corporate Governance College).