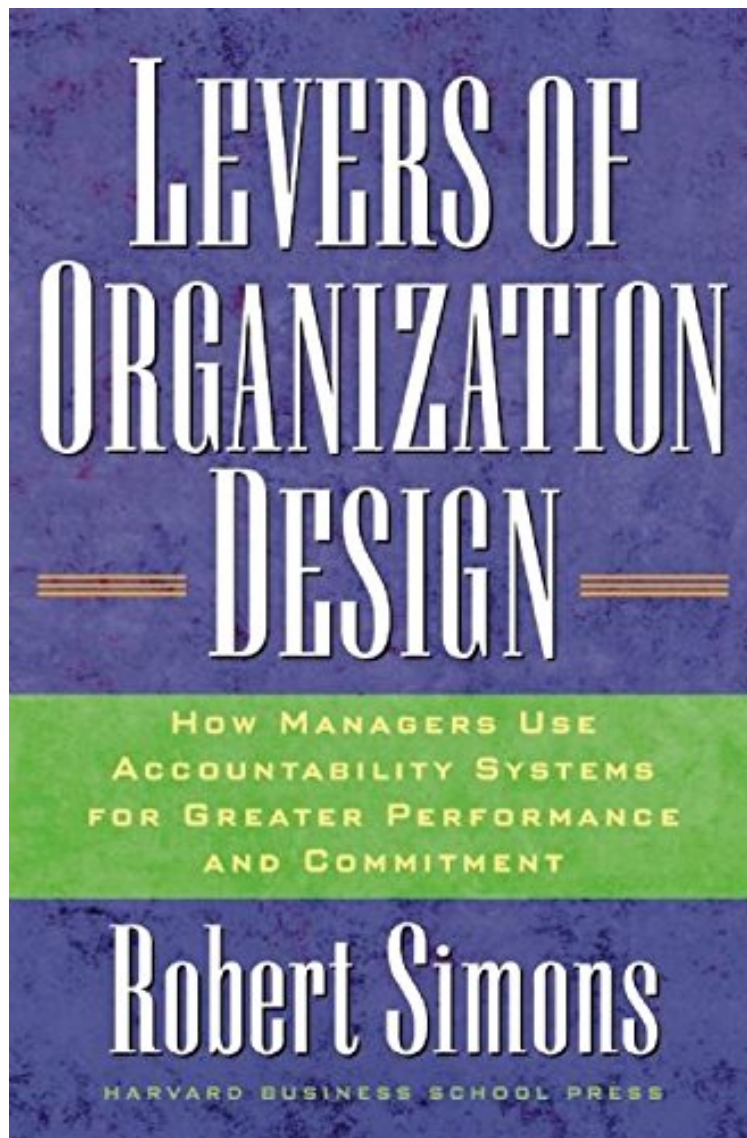


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## Levers Of Organization Design: How Managers Use Accountability Systems For Greater Performance And Commitment

*Robert Simons*

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**Robert Simons : Levers Of Organization Design: How Managers Use Accountability Systems For Greater Performance And Commitment** before purchasing it in order to gage whether or not it would be worth my time, and all praised Levers Of Organization Design: How Managers Use Accountability Systems For Greater Performance And Commitment:

0 of 0 people found the following review helpful. Most balanced primer on Org Design I've foundBy LanceSolid but

unspectacular book. Unlike most business books this one is quite balanced and views org design through the lens of the trade-off, rather than claiming a one size fits all solution. It is a great primer for org redesign work taking a chapter to highlight each of the four critical org design levers which are on a continuum, and detailing the pros and cons as you make the explicit choice to slide along that continuum. The book then uses a number of detailed case studies to highlight how and why certain successful orgs have made choices that worked for their strategies while each being unique. Simons does not leave the reader with simple theory, but also discusses the finer points of executing the strategy from an organizational and human lens. At times the levers and frameworks for execution are a bit forced, but for someone new to the topic this will be a great jumping off point to begin considering the facets of your organization. My few complaints are: Simons could be a bit more prescriptive at times highlighting the optimal org design to achieve certain outcomes more directly rather than hiding them in the case studies. The book also doesn't get into too great of detail on specific operational choices that seem to plague many companies (e.g., finance business aligned vs. centralized function, etc) or spans and layers suggestions instead speaking of them in generalities. 0 of 0 people found the following review helpful. Great Insights By Sachin Yadav I am lucky to have come across Robert's work. His knowledge brings a complete shift at looking at work governance accountability. I got more educated by reading this alone. I recommend who is keen to improve organisation effectiveness performance to pick up a copy. 0 of 0 people found the following review helpful. Good for high level management By FG It's good for high level management or to be used at corporate level, but it is not so good for small business unit. This is because at high level you have enough distance for adjusting spans that are qualitatively evaluated within a broad perspective.

The design of an organization--the accountability system that defines roles, rights, and responsibilities throughout the firm--has a direct impact on the performance of every employee. Yet, few leaders devote focused attention to how this design is chosen, implemented, and adjusted over time. Robert Simons argues that by viewing design as a powerful and proactive management lever--rather than an inevitable outcome of corporate evolution--leaders can maximize productivity across every level of the organization. *Levers of Organization Design* presents a new design theory based on four key yet often underrated categories: customer definition, critical performance variables, creative tension, and commitment to mission. Building from these core areas, Simons lays out a step-by-step process leaders can follow to create structures and accountability systems that positively influence how people do their work, where they focus their attention, and how their activities can be aligned to contribute to overall strategic goals. He also introduces four levers of organizational design--unit configuration, diagnostic control systems, interactive networks, and responsibility to others--that leaders can manipulate to improve overall organizational efficiency and effectiveness vastly. For anyone accountable for measuring and managing performance, this book shows how good design can become an organization's roadmap to success. Robert Simons is the Charles M. Williams Professor of Business Administration in the accounting control area at Harvard Business School.

About the Author Robert Simons is the Charles M. Williams Professor of Business Administration in the Accounting Control area at Harvard Business School.