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In this book David and Alex Bennet propose a new model for organizations that enables them to react more quickly and fluidly to today's fast-changing, dynamic business environment: the Intelligent Complex Adaptive System (ICAS). ICAS is a new organic model of the firm based on recent research in complexity and neuroscience, and incorporating networking theory and knowledge management,

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that enables organizations to react more quickly and fluidly to today's fast-changing, dynamic business environment.

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No human organization can survive if its
members are determined to push things to
extremes all the time. This is true of clubs,
families, companies, and even countries. Some
small group willing always to push beyond

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what is accepted and expected, to litigate every decision, to insist on every perquisite, can wind up destroying what they attempt to control.

In this book David and Alex Bennet propose a new model for organizations that enables them to react more quickly and fluidly to today's fast-changing, dynamic business environment: the Intelligent Complex Adaptive System (ICAS). ICAS is a new organic model of the firm based on recent research in complexity

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and neuroscience, and incorporating
networking theory and knowledge management,
and turns the living system metaphor into a
reality for organizations. This book
synthesizes new thinking about organizational
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ICAS, a new systems model for the successful
organization of the future designed to help
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organizations succeed in a non-linear,
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and the ICAS model takes advantage of that
connectivity by fostering the development of

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dynamic, effective and trusting relationships in a new organizational structure. This book outlines the model in chapter four, and then breaks down the model into its components in the next two chapters. This is a benefit to readers since different components of the model can be implemented at different times, so the book can guide implementation of one or all of the components as a manager sees fit. There are eight characteristics of the ICAS: organizational intelligence, unity and shared purpose, optimum complexity, selectivity, knowledge centricity, flow, permeable boundaries, and multi-

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In this book David and Alex Bennet propose a new model for organizations that enables them to react more quickly and fluidly to today's fast-changing, dynamic business environment: the Intelligent Complex Adaptive System (ICAS). ICAS is a new organic model of the firm based on recent research in complexity and neuroscience, and incorporating networking theory and knowledge management, and turns the living system metaphor into a reality for organizations. This book synthesizes new thinking about organizational

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structure from the fields listed above into ICAS, a new systems model for the successful organization of the future designed to help leaders and managers of knowledge organizations succeed in a non-linear, complex, fast-changing and turbulent environment. Technology enables connectivity, and the ICAS model takes advantage of that connectivity by fostering the development of dynamic, effective and trusting relationships in a new organizational structure. This book outlines the model in chapter four, and then breaks down the model into its components in the next two chapters. This is a benefit to

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Adaptive System Model 2nd Edition
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readers since different components of the model can be implemented at different times, so the book can guide implementation of one or all of the components as a manager sees fit. There are eight characteristics of the ICAS: organizational intelligence, unity and shared purpose, optimum complexity, selectivity, knowledge centrality, flow, permeable boundaries, and multi-dimensionality. * Clear portrait of the successful organization of the future using latest research in knowledge management and complexity theory * Shows concretely how to design an organization that can successfully

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Respond to constant change and uncertainty. *
Practical examples woven throughout the
discussion.

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Community or market?: Institutional dynamics
and organizational survival in the new media
industry.

Many organizations are on the endangered
species list in this 21st century.
Globalization and economic ups and downs are
testing the limits of even the most effective
enterprises. More than 50 percent of the Top
Global 100 companies fall off the list within

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10 years. Only 29 percent of small businesses survive even 10 years. The Organizational Survival Code is comprised of capabilities that have helped organizations extend their corporate lifecycle. The seven capabilities are:

1. Ecological Order: strategize to fulfill the most important needs and expectations of your key stakeholders.
2. Purpose: develop a compelling purpose and strategy so that each member instinctively acts to fulfill it.
3. Steady State: design work processes that consistently deliver high quality outputs.
4. Mobilization: solve problems at their source.
5. Complexity: build

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more self-sufficient, flexible, multi-skilled people and work units. 6. Synergy: develop true partnerships with all stakeholders so that you always enjoy a competitive advantage. 7. Adaptation: re-strategize and redeploy your resources in the midst of external changes to stay atop the lifecycle. The book reviews principles and processes for each of the seven capabilities and uses a multitude of actual case examples to show how others have used them successfully. The target audience is business unit managers, functional leaders and HR professionals. Through the book's many case examples from

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companies like Ritz-Carlton, 3M, Procter & Gamble, US Synthetic, General Electric, Stora Enso, Walmart, Apple, Honda, Shell and many others you will see how you could develop the capabilities to survive and even thrive even in the toughest of times. PART I:

ORGANIZATIONS ARE AN ENDANGERED SPECIES

1.Survival By Design *Dilemmas emerge from organizational misalignments *The intangibles of market value 2.Organizational Lifecycles *Organizational lifecycles *Lifecycles of civilizations and products 3.The Organizational Survival Code *Natural Laws *The Organizational Survival Code 4.How To

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5.Strategizing To Meet Stakeholder Needs *The

stakeholder ecosystem *Stakeholder feedback

*Strategy check *Benchmarking *The balanced

scorecard *Subordinate everything else to

strategy 6.Developing A Compelling Purpose

*What makes a purpose compelling? *Content,

Process, Practice *Heartland Plant case

example 7.Designing Work Processes That

Deliver Quality *Design processes that

deliver quality *Getting rid of bureaucracy

*Ritz-Carlton and US Synthetic examples

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8. Solving Problems At Their Source *The
bureaucratic code *How to solve problems at
their source 9. Thriving On Complexity
*Complexity in nature *Complexity and
organizational survival *Getting information
to the point of action *Cross-functional
career paths *Expanding the skills of
supervisors *Building lateral collaboration
10. Developing Synergistic Partnerships
*Principles and Tools of synergy *Being a
partner *Committing to each other's success
*Aligning daily priorities *Making
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each other in tough times 11. Adapting Ad

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This book offers an alternative to the
traditional approach by focusing on building
the change capacity of the entire
organization in anticipation of future
pressures to change. Based on systematic

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research of more than 5,000 respondents working within more than 200 organization or organizational units conducted during the previous decade, this book offers a clear and proven method for diagnosing your organizational change capacity. While building organizational change capacity is not fast or easy, it is essential for effective leadership and organizational survival in the 21st century.

BOOST LOYALTY, PROFITABILITY, AND GROWTH WITH
A STRATEGY OF SUSTAINABILITY Organizational
Survival provides a rational, research-based

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Approach to creating a durable business strategy designed to meet the needs of today's customers and position an organization to outperform while positively impacting society, the environment, community, and the bottom line. Balestrero and Udo present an airtight argument for sustainability being essential to any business strategy going forward. Illustrating how successful companies around the globe are already deliberately changing--including Coca-Cola, BMW, BASF, and Walmart--the authors take you step-by-step through the processes of developing a new strategy, or altering an

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existing one, to integrate sustainability into core business goals. Organizational Survival provides the tools needed to apply risk management, scenario planning, and due diligence to sustainability initiatives via their innovative SEEE model framework--developed in conjunction with International Institute for Learning, Inc.--which encompasses the social, economic, environmental, and ethical factors of strategic change. Learn to build adaptive foresight and steer the future of your company based on: SOCIAL COMMITMENT: Integrate individual and community

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stakeholder interests into your strategy and align them with your company's values

ECONOMIC COMMITMENT: Develop a business model that will generate profits through sustainability

ENVIRONMENTAL COMMITMENT: Honestly assess the company's impact on the environment and take requisite action

ETHICAL COMMITMENT: Build trust among all stakeholders through openness, transparency, and accountability Embrace the changes businesses are facing, and implement a strategy now that will meet market demand and ensure your Organizational Survival.

PRAISE FOR ORGANIZATIONAL SURVIVAL: "Fine book! What

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I find most impressive is the authors' success at achieving balance: Neither simply optimistic nor pessimistic, they offer grounds for hope. The book balances the need for sustainability with opportunities for its achievement. Well researched, their stories and their data come from both the developed and the developing world. The book is both deeply principled and highly pragmatic." -- Jay Ogilvy, Dean and Chief Academic Officer, Presidio School of Management "There's no shortage of corporate sustainability books or leaders. The rarity is corporate sustainability books by leaders: people who

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truly understand the institutional dynamics that get in the way of change, and that can be harnessed to make change happen. Greg Balestrero and Nathalie Udo plug this gap admirably in Organizational Survival." -- Storm Cunningham, author of The Restoration Economy and reWealth "Organizational Survival is a comprehensive approach to supporting and leading change within an organization. The practical insights, in-depth research, and business cases the authors present provide a valuable perspective on the business need for sustainability, as well as the practical assessment model and framework needed to

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successfully implement
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Responsibility within an organization." --
Lisa Shambro, Executive Director, Foundation
for Strategic Sourcing "Far more than a
compelling case for change, Organizational
Survival is a step-by-step road map for how
to transform your corporate destiny and build
a sustainable future for all." -- Simon
Mainwaring, author of the New York Times
bestseller We First: How Brands and Consumers
Use Social Media to Build a Better World

The environment of modern organizations is so

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complex and volatile that we take for granted that organizational change is necessary for organizational survival. Yet the literature on organizations has for years described manifold obstacles to such change. First published in 1971, this book extracts from that literature and from experience a comprehensive yet concise overview of those barriers. Because these elements of the analysis are as valid now as when they were originally written, *The Limits of Organizational Change* is still widely read and cited nearly a quarter-century later. From the premises of this argument, Kaufman

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Adaptive System Model, 2nd Edition
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drew a number of conclusions about organizational survival and extinction, age and size, centralization and decentralization, and organizational evolution. Subsequent research and reflection induced him to refine and modify some of those inferences. The modifications are spelled out in a new preface that gives fresh relevance to his findings and his conjectures. Yet *The Limits of Organizational Change* is not a ponderous, labored work. As one reviewer remarked, it is "a delightful set of essays . . . a review of empirical research in a witty, conversational style. .

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. ." (The Rocky Mountain Social Science
Journal). It is a book one can enjoy as well
as profit from, and will be a useful tool for
managers, organizational studies scholars,
and sociologists.

Total quality management (TQM),
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of urgency to organizations to change or face
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Organizations are adopting popular management
techniques, some scientific, some faddish,

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often without introducing them properly or adequately measuring the outcome. Enhancing Organizational Performance reviews the most popular current approaches to organizational change--total quality management, reengineering, and downsizing--in terms of how they affect organizations and people, how performance improvements can be measured, and what questions remain to be answered by researchers. The committee explores how theory, doctrine, accepted wisdom, and personal experience have all served as sources for organization design. Alternative organization structures such as teams,

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specialist networks, associations, and virtual organizations are examined. Enhancing Organizational Performance looks at the influence of the organization's norms, values, and beliefs--its culture--on people and their performance, identifying cultural "levers" available to organization leaders. And what is leadership? The committee sorts through a wealth of research to identify behaviors and skills related to leadership effectiveness. The volume examines techniques for developing these skills and suggests new competencies that will become required with globalization and other trends. Mergers,

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networks, alliances, coalitions-- organizations are increasingly turning to new intra- and inter-organizational structures. Enhancing Organizational Performance discusses how organizations cooperate to maximize outcomes. The committee explores the changing missions of the U.S. Army as a case study that has relevance to any organization. Noting that a musical greeting card contains more computing power than existed in the entire world before 1950, the committee addresses the impact of new technologies on performance. With examples, insights, and practical criteria,

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Enhancing Organizational Performance
clarifies the nature of organizations and the prospects for performance improvement. This book will be important to corporate leaders, executives, and managers; faculty and students in organizational performance and the social sciences; business journalists; researchers; and interested individuals.

Effective, sustainable cultural change requires evolution, not disruption The Corporate Culture Survival Guide is the essential primer and practical guide every organization needs. Corporate culture pioneer

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Edgar H. Schein breaks the concept of 'culture' down into real terms, delving into the behaviors, values, and shared assumptions that define it, and explains why culture is the central factor in an organization's success—or failure. This new third edition is designed specifically for practitioners needing to apply these practices in real-world settings, and has been updated with new coverage of globalization, technology, and managerial competencies. You'll learn how to get past subconscious bias to assess whether or not your existing culture truly serves your organization, and how to introduce

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change and manage the change process over time for a best-case-scenario outcome. Case studies illustrate successful change in real companies, providing models and setting the bar for dismantling dysfunctional cultures. Corporate culture begins with the founder, and evolves—or not—over time. Is your culture working for or against your organization? How can it be optimized? This book separates the truth from the nonsense to provide real-world guidance on initiating and managing cultural change. Understand when to assess your culture, and how to do it objectively Learn how cultures evolve and change over time, for

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better or worse Discover the reality of
multiculturalism amidst the rise of
globalization Evolve your culture to more
effectively serve your organization Each of
us is a part of many cultures—what you do,
where you live, where you grew up, what you
enjoy, how you live; in the workplace, many
different people with many different cultures
come together toward a common goal—will these
cultures clash or synergize? The Corporate
Culture Survival Guide shows you how to
create an overarching corporate culture that
gets everyone on the same page to drive your
organization's success.

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