

Downsizing Without Destroying

how to trim what your organization does
rather than destroy its ability to do anything at all



N. Dean Meyer

Downsizing Without Destroying How To Trim What Your Organization Does Rather

David McCormick



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Downsizing Without Destroying N. Dean Meyer, 2008 *The Internal Economy* N. Dean Meyer, 2004 Stanford Business, 2008 The Seven Fatal Management Sins John W. Collis, 1998 *The Seven Fatal Management Sins* is a candid yet optimistic assessment of the performance of today's managers. By looking at the responses of presidents and CEOs of Fortune 500 companies, directors of various corporate boards, business school deans, business school professors, union presidents, business news editors, and other managers, this book identifies the seven fatal management sins and suggests bold new ways for managers to avoid them.

The Chameleon Consultant Andrew Holmes, 2002 By understanding the organizational culture of a client, consultants will be in a much stronger position to sell and deliver their consultancy services. Yet this is something which is rarely done and never to a depth which would make it meaningful at a departmental level. This book eliminates this major gap in the consultants' and consultancy firms' knowledge.

Reversing the Slide James B. Shein, 2011-03-29 A just in time guide for revamping distressed companies. Drawn from the author's decades of experience advising purchasing and reviving distressed companies across industries, geographies, and sizes, *Reversing the Slide* is designed to help executives, managers, and employees revitalize down-trodden companies. It shows how to select the tactics appropriate for each stage of distress, understand the use of entrepreneurial concepts, avoid pitfalls common to turnarounds, determine the legal, financial, strategic, and operational steps in the process, discover why the principal of ready fire aim should guide the decision making process in situations with time pressure and significant uncertainty, and uncover the secrets of effective leadership and governance. Contains step by step instructions for helping troubled organizations bounce back with vigor. Often quoted in the *Wall Street Journal*, the author is an authority on restructuring and downsizing. Offers a handbook for implementing a successful corporate turnaround. James Shein's *Reversing the Slide* is full of insightful advice on what works, what does not, and why it will prove invaluable to executives, managers, and employees in helping troubled companies before it's too late.

Maintenance Organization and Systems Anthony Kelly, 1997-09-08 The profitability of any industry in any technological sector, power, process, manufacturing, mineral extraction, transport, communication, etc., will be profoundly influenced by the reliability and performance of the plant which it uses. It is therefore vital that all possible measures are taken to maximise the productivity in use and to minimise the maintenance costs and the downtime of that plant. This book explains in a clear and concise manner the various organization structures that are needed for doing just that, the information systems with which those structures will need to be resourced, and the steps that will have to be taken in order to bring those structures and systems into being. The author, Anthony Kelly, an experienced international consultant and lecturer on this subject, calls his approach BUSINESS CENTRED MAINTENANCE (BCM) because it springs from and is driven by the identification of business objectives which are then translated into maintenance objectives and which underpin the maintenance strategy formulation. For the first time, maintenance management is analysed from the perspective of the whole

company and thus makes sense not only technologically but also in economic and business terms Complete guide to maintenance from a whole company perspective Best selling and world renowned author Complementary to RCM Moubray TPM Wilmott

Crisis Leadership for Uncertain Times: How to Navigate Tough Situations with Confidence Silas Mary, 2025-02-11 Uncertainty is inevitable but great leaders know how to navigate crises with confidence This book reveals the essential skills for leading through challenges making tough decisions and staying calm under pressure Learn how to manage uncertainty communicate effectively and turn adversity into opportunity By mastering crisis leadership you ll become the steady force that teams trust during turbulent times Whether you re a business leader entrepreneur or team manager this book provides the tools to handle any crisis with clarity and resilience

Managing Innovation, Design and Creativity Bettina von Stamm, 2008-04-28 Innovation is the major driving force in organisations today With the rise of truly global markets and the intensifying competition for customers employees and other critical resources the ability to continuously develop successful innovative products services processes and strategies is essential While creativity is the starting point for any kind of innovation design is the process through which a creative idea or concept is translated into reality Managing Innovation Design and Creativity 2nd Edition brings these three strands together in a discussion built around a collection of up to date case studies

Cost Reduction and Control Best Practices Institute of Management and Administration (IOMA), 2012-07-03 Cost Reduction and Control Best Practices provides financial managers with no nonsense balanced and practical strategies that are being targeted and used nationwide for controlling costs by thousands of companies in areas such as human resources compensation benefits purchasing outsourcing use of consultants taxes and exports These best practices are based on the trenches experience research proprietary databases and consultants from the Institute of Management and Administration IOMA and other leading experts in their fields Provides best practices and techniques for controlling costs within a company New chapters focus on outsourcing costs downsizing consultants costs and business tax costs Provides the latest strategies companies re using to control costs

Deconstructing the Welfare State Paula Hyde, Edward Granter, John Hassard, Leo McCann, 2016-06-23 Who are NHS middle managers What do they do and why and how do they do it This book explores the daily realities of working life for middle managers in the UK s National Health Service during a time of radical change and disruption to the entire edifice of publicly funded healthcare It is an empirical critique of the movement towards a healthcare model based around HMO type providers such as Kaiser Permanente and United Health Although this model is well known internationally many believe it to be financially and ethically questionable and often far from best practice when it comes to patient care Drawing on immersive ethnographic research based on four case studies an Acute Hospital Trust an Ambulance Trust a Mental Health Trust and a Primary Care Trust this book provides an in depth critical appraisal of the everyday experiences of a range of managers working in the NHS It describes exactly what NHS managers do and explains how their roles are changing and the types of challenges they face The analysis explains

how many NHS junior and middle managers are themselves clinicians to some extent with hybrid roles as simultaneously nurse and manager midwife and manager or paramedic and manager While commonly working in back office functions NHS middle managers are also just as likely to be working very close to or actually on the front lines of patient care Despite the problems they regularly face from organizational restructuring cost control and demands for accountability the authors demonstrate that NHS managers in their various guises play critical yet undervalued institutional roles Depicting the darker sides of organizational change this text is a sociological exploration of the daily struggle for work dignity of a complex widely denigrated and largely misunderstood group of public servants trying to do their best under extremely trying circumstances It is essential reading for academics students and practitioners interested in health management and policy organisational change public sector management and the NHS more broadly

Organizational Compassion Ace Volkmann Simpson, Miguel Pina e Cunha, Stewart Clegg, Arménio Rego, Marco Berti, 2024-03-14 Organizational compassion provides a multitude of benefits at individual team and organizational levels These encompass heightened positive affect trust engagement loyalty performance resilience and recovery This important book provides an accessible yet scholarly overview of key academic findings and theories on organizational compassion It equips readers with tools for reflection awakening and practical application of compassion within the workplace across dyadic team and organizational contexts Historically compassion work has been largely unacknowledged in official organizational discourse Yet wherever there are human beings there will be suffering where there is human suffering one can often find human responses infused with kindness and compassion This observation holds true across industries professions and communities The book explores the complexities of organizational compassion analyzing the factors that enhance organizational compassion capabilities as well as those that make compassion falter and fail The primary aim of this book is to foster the cultivation of organizational compassion by providing a provocative stimulating and engaging foray into the academic study of organizational compassion for readers ranging from undergraduate to postgraduate and executive students as well as reflective practitioners In a world marked by suffering and challenges a research based understanding and fostering of compassion at work offers a path towards a better future

Commoditization and the Strategic Response Andrew Holmes, 2016-05-23 Organizations and those who work within them are under attack from the increasingly pervasive impacts of commoditization With little to distinguish one company's products and services from another or one person's skills and capabilities from the next organizations and workers alike are finding themselves trapped in the me too hell of commoditization For many this means the survival of the cheapest as price becomes the principal basis for decision making For others it requires them to think creatively to avoid the trap of commoditization even though this may only provide a temporary respite In this groundbreaking book Andrew Holmes sets out why commoditization represents such a clear and present danger to every corporation and all white collar workers Starting with the nature of the commodities we are familiar with such as coal and cotton Holmes moves on to describe how

commoditization is affecting entire industries and is increasingly touching the work of the professional classes The evidence is both fascinating and compelling and it is clear that the impacts of commoditization are far reaching The author also outlines the impact of commoditization on an organization s strategy towards brand supply chain value chain innovation pricing and competition He explores the implications for skills attitudes and behaviours in the workplace before describing a series of strategies for avoiding the risk and exploiting the opportunities offered by a new commoditized world such as outsourcing innovation offshoring mergers and acquisitions divestments and first mover advantage Holmes offers organizations and white collar workers a range of strategic responses which can be used to combat its worst impacts And as commoditization continues to make inroads into the corporate and working worlds this book will be an invaluable companion to addressing the challenges which it presents

The Downsized Warrior David McCormick,1998-02 A former Army officer and Gulf War veteran takes a critical look at the adverse effects of downsizing on the U S Army Though executed with compassion and precision downsizing undermines morale and threatens the Army at its core David McCormick demonstrates how the Army s experience in downsizing is instructive for all organizations government corporate and nonprofit alike

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Science. Subcommittee on Space and Aeronautics,1996 **Military Review** ,1993 **Quarterly Review of Military Literature** ,1993 **Sustainable Human Resource Management** Carolina Machado,2022-09-01 Sustainable Human Resource Management Policies and Practices covers issues related to sustainable human resource management in a context where organizations are continually facing significant challenges related to the continuous change in the market as well as in the environment Organized in different chapters the book includes contributions from renowned international researchers in the field of sustainability and organizations and human resource management Providing recent research advances on Sustainable Human Resource Management it can be used in an undergraduate management and engineering course for example management human resource management industrial manufacturing economics etc or as a subject on human

resource management and industrial engineering at the postgraduate level Also this book can serve as a useful reference for academics researchers managers and manufacture and industrial engineers as well as all professionals who work in fields related to management and human resource management sustainability and industrial engineering

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