Eric G. Flamholtz and Yvonne Randle

GROWING PAINS

Building Sustainabiy Successful Organizations'

CTH EDITION

WILEY

CONTENTS

Preface		vii
Acknowledgments		
PART I	A Framework for Developing Successful Organizations	1
CHAPTER I	Transitions Required to Build Sustainably Successful Organizations®	5
CHAPTER 2	Building Sustainably Successful Organizations®: The Pyramid of Organizational Development	25
CHAPTER 3	Identifying and Surviving the First Four Stages of Organizational	
	Growth	47
CHAPTER 4	Managing the Advanced Stages of Growth	71
CHAPTER 5	Recognizing Growing Pains and Assessing the Need for Change	93
PART II	Mastering the Tools for Building Sustainably Successful Organizations®	113
CHAPTER 6	Strategic Planning	117
CHAPTER 7	Organizational Structure	159
CHAPTER 8	Organizational Control and Performance Management Systems	185

vi Contents

CHAPTER 9	Management and Leadership Development	215
CHAPTER 10	Corporate Culture Management	243
PART III	Special Aspects of Organizational Transitions in Growing and Changing Enterprises	275
CHAPTER Ii	Building Sustainably Successful Nonprofits	277
CHAPTER 12	The Challenge of Leadership Throughout the Organizational Life Cycle	305
CHAPTER 13	Building Sustainably Successful Organizations®: The Frameworks, Tools, and Methods in Action	331
About the Authors		363
Index		365