CONTENTS

Preface vii
Acknowledgments xiii

PART I A Framework for Developing Successful Organizations
CHAPTER 1 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®
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 11 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