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From

Organizational  
**DECLINE**  
to  
Organizational  
**RENEWAL**  
THE PHOENIX SYNDROME

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**MARY E. GUY**

# From Organizational Decline To Organizational Renewal The Phoenix Syndrome

**Mary E. Guy**



## **From Organizational Decline To Organizational Renewal The Phoenix Syndrome:**

**From Organizational Decline to Organizational Renewal** Mary E. Guy, 1989-02-22 Although much has been written about how organizations renew themselves little attention has been given to why they go into decline Mary Guy's groundbreaking new study looks at both sides of the issue first analyzing the symptoms of and reasons for organizational decline and then exploring the requirements for renewal Drawing upon her own original research and a detailed examination of case studies in both the public and private sector Guy takes as her conceptual framework the theories that have informed organizational development research She traces the decline followed by renewal process proposing an integrated model of organizational decline that includes certain identifiable stages of health and resilience common to all organizations in turmoil Guy's analytical framework can be effectively used to pinpoint the position of any organization large or small public or private old or new She explains how people behave in organizations under stress and outlines the enduring characteristics of organizations in the decline and renewal stages Numerous examples illustrate the actual process of decline and renewal in real world settings small businesses large corporations hospitals schools voluntary agencies and government agencies including the Johnson White House during the Vietnam War An entire chapter is devoted to tracing the path of decline within NASA's manned space flight program and looking toward its future Students of organizational development and management theory will find here important new insights into the dynamics of organizational decline and the period of renewed vigor that often follows

**ECMLG2015-11th European Conference on Management Leadership and Governance** José Carlos Dias Rouco, 2015-10-26 These Proceedings represent the work of contributors to the 11th European Conference on Management Leadership and Governance held this year at the Military Academy Lisbon Portugal on the 12-13 November 2015 The Conference Chair is Major General Joao Vieira Borges from and the Programme Chair is Lieutenant Colonel Jose Carlos Dias Rouco both from the Military Academy Lisbon Portugal Keynote presentations are given by Colonel Nuno Lemos Pires from the Military Academy and Lt Col Paulo Fernando Viegas Nunes from the National Defence Institute Lisbon Portugal The Conference offers an opportunity for scholars and practitioners interested in the issues related to Management Leadership and Governance to share their thinking and research findings These fields of study are broadly described as including issues related to the management of the organisations resources the interface between senior management and the formal governance of the organisation This Conference provides a forum for discussion collaboration and intellectual exchange for all those interested in any of these fields of research or practice With an initial submission of 163 abstracts after the double blind peer review process there are 64 Academic research Papers 8 PhD Research Papers and 2 Masters research paper in these Conference Proceedings These papers reflect the truly global nature of research in the area with contributions from Belgium Canada China Colombia Czech Republic Denmark Finland Germany Italy Japan Kazakhstan Lithuania Netherlands New Zealand Poland Portugal Republic of Korea Romania Russia Scotland South Africa Syria The

Netherlands Turkey UAE UK United Arab Emirates USA      Organizational Transformation in Higher Education Gary Hauck, 2002-05-30 Between the years 1981 1996 many American colleges experienced a period of decline due to the numbers of available students economic trends and national interests Some of these schools were able to experience significant positive turnaround At the same time many institutions of religious higher education continued to decline some to the point of closure One Midwestern Christian college experienced a major turnaround Evidence indicates in addition to turnaround the school also went through a significant transformation process This study investigated both the turnaround and transformation of the school as an integrated process As such it also serves as an example of an ethnographic case study in higher education      Organizational Pathology Nicos P. Mouzelis, 2017-07-05 Organizational Pathology draws an extended metaphor that the life cycle of an organization is akin to the biological life cycle Like all living things organizations will encounter problems that lead to decline and eventual failure This work discusses the basic problems and life threatening diseases responsible for organizations failure and death including organizational politics organizational corruption and organizational crime The book also contains a critical look at crises and fixations failure and survival and processes of disbandment and closure of dying organizations The consideration of these issues follows a diagnostic model of failure Yitzhak Samuel argues that if the problems that lead to failure can be predicted or diagnosed early their severity can be assessed and possible remedies can be implemented to avoid escalating crises At the very least an understanding of why and how decline happens can be gained from this analysis This book offers facts about the causes and consequences of organizational downfall and clues about diagnoses of certain symptoms of abnormal behavior and how to identify early signs of decline or failure In order to illustrate these abstract arguments and concepts Samuel uses various real life examples of events that have occurred in cross country contexts In this way Organizational Pathology Life and Death of Organizations should serve a variety of readers Although primarily intended for students and scholars in the social and behavioral sciences who are familiar with the study and the practice of organizations this book s informal style makes it easily accessible to a wide range of readers Just as Samuel s previous book on organizational politics led to new lines of research and theory this book will encourage similar studies in organizational pathology and institutional malaise      Innovation and Growth in Corporate Restructurings Achim Schmitt, 2009-08-22 Achim Schmitt examines the role of efficiency and growth through innovation within corporate restructuring efforts He develops a restructuring model that is empirically tested in the German speaking consulting market for corporate restructurings He thereby provides a state of the art view of the factors and activities underlying successful corporate restructuring efforts      Workforce Reductions Thomas Hickok, 1999 Annotation Brings together the prevailing thinking surrounding the issue of workforce reduction to help managers and executives ensure a successful transition to a more robust and effective organization Articles and books reviewed were found in both practitioner oriented sources such as magazines and popular books as well as scholarly journals Sources were selected for

annotation based on their perceived relevance to the body of literature their unique perspective and their general interest Entries are in depth with many a page or more in length Annotations are organized in three sections on the organizational the organization individual relationship and the individual perspectives Section introductions summarize key themes Hickok holds a Doctor of Public Administration degree from the University of Southern California and is a consultant to the US Defense Intelligence Agency Annotation c Book News Inc Portland OR booknews com      *Ethical Decision Making in Everyday Work Situations* Mary E. Guy, 1990-03-23 This book takes a new approach to ethics by focusing on the kinds of dilemmas that confront people almost daily on the job The author's unique contribution is to meld philosophy with everyday decisionmaking offering the reader a common sense approach to making ethical decisions Mary Guy introduces ten core values which surround ethical dilemmas demonstrating the way in which personnel can sensitize themselves to the values involved in a problem and reach a solution which maximizes the important values Real life case examples illustrate ethical dilemmas that involve personnel practices organizing strategies reporting functions supervisory practices whistleblowing and more Throughout the author emphasizes the kinds of concerns which confront the vast majority of employees from ambitious entry level personnel to top executives Realistic in tone the discussion acknowledges the inevitable need to make compromises showing how to optimize ethical values situations that arise on the job and for which no formal rules exist In her introductory chapter Guy defines ethics clarifies the relationship between ethical behavior and morality and presents the ten guiding values that serve as the foundation for ethical decisions Turning to a focus on decisionmaking she explores such issues as the theoretical framework for rational decisionmaking rational decisionmaking in real life the application of ethical analysis to decisionmaking and the definition of ethical decisionmaking The four subsequent chapters present case studies of problems that personnel commonly encounter In each case Guy examines the ethical issues involved applies various scenarios for reaching an ethical decision and demonstrates the tension that exists among ethical decisionmaking coping with daily exigencies and accommodating the preferences of stakeholders The concluding chapter summarizes the relationship between ethics and decisionmaking and offers a prescription for ensuring ethical decisionmaking throughout the organization Must reading for managers in business government and not for profit organizations this book is also an excellent supplemental text for advanced undergraduate and graduate level courses in business and public administration

*Women and Men of the States* Mary E. Guy, Kenneth J Meier, 2016-09-16 This text discusses and compares men's and women's career patterns in state government It is based upon newly conducted original research surveys in six states From this research generalisations are made concerning commonalities and differences between men's and women's experiences in public administration at the state level This is a new area of research while much has been done at the federal level and there is a federal database to work from until now little work has been done and little data is available for the states      The Journal of Business and Economic Studies ,1991      *Multiple Use Job Descriptions* Philip C. Grant, 1989-01-20 Designed as a

specialized practical reference for human resources professionals and students this book fully explains both how to prepare and how to use job descriptions The author breaks new ground by identifying a more extensive array of uses for job descriptions than in previous works on the subject 132 major management uses are discussed Particular attention is given to gathering data for job descriptions and developing task responsibility categories as an aid to understanding the design of work Sample job descriptions are included to illustrate points made in the text The author demonstrates the numerous ways in which job descriptions can help management make better decisions in each of the core areas of human resource management job design reward system design employee staffing employee training and performance control In addition Grant addresses in detail the many typical problems organizations have with job description preparation and use offering a wealth of suggestions for avoiding these common pitfalls Finally the book shows that the design of jobs can be accurately depicted by job descriptions if attention is given to key unconventional types of information such as task times and priorities non work and semi work activity and unplanned work An especially valuable feature is the Appendix section which contains model forms and questionnaires log sheets lists of objectives rules regulations policies and more Indispensable for personnel administrators and specialists this book is also a unique and useful management tool for department and division heads throughout the organization

MANAGING CRISES Uriel Rosenthal, Arjen Boin, Louise K. Comfort, 2001-01-01 In this book the editors with 25 notable contributors expand the knowledge of crisis management focusing on case studies of high profile events that have occurred in recent history Part One of the text aims at theoretical development through empirical case studies and also postulates a crisis typology and charts specific theoretical and administrative challenges The case bank which comprises the bulk of the book is presented in four additional sections The first deals with the development of crises and compares the infamous Watts riots with the 1992 L A riots It also analyzes the fragmented and complex international environment that allowed the safe area in Bosnia to be overrun by Bosnian Serbs in 1995 The final chapter chronicles the incredible human costs of mismanaged crisis in the Rwanda massacres in 1994 The second section explores the many decisional dilemmas that confront crisis managers Cases include the fire at the Piper Alpha oil rig the 1999 Turkish earthquakes the Eindhoven Holland plane crash and crisis management of the Mad Cow epidemic disease in the U K The third section explores the long term dimensions of crises and crisis management and particularly the development of national traumas such as the assassination of Sweden s Prime Minister Olaf Palme in 1986 the 1992 Amsterdam air crash and the TWA flight 800 disaster in 1996 The final section shifts focus to future scenarios such as speculative information technology disasters potentially devastating viral epidemics deteriorating environmental and societal conditions in Russia the southwest U S coming water shortage and the outlook for Japan one of the world s most disaster prone countries Summarizing the research findings of the past decade the authors describe patterns in the paths toward crises the dilemmas and coping mechanisms that emerge during the thick of crisis and very importantly the pathways that lead away from crisis The

Effective Church Board Michael J. Anthony, 2000-10-11 Are you a recently elected church board member who hasn't received training for your new position Are you a current board member disillusioned by negative experiences and interpersonal conflicts Education specialist Michael Anthony asked a cross section of almost a hundred pastors and church officers in addition to staff members and denominational officials to give their input about what is happening in church boards across America The results of the survey were compiled into a comprehensive handbook that addresses topics such as Developing a vision statement Writing job descriptions Setting long and short range goals Facing financial storms Resolving interpersonal conflicts Reviving a declining church This unique multi denominational training resource emphasizes developing a team structure It can be used for individual instruction group discussions and orientation sessions The case studies clearly identify situations and leadership experiences common to many church boards      **The Academy of Management Review** Academy of Management, 1989      **The ASTD Reference Guide to Professional Human Resource Development Roles and Competencies** William J. Rothwell, Henry J. Sredl, 1992      An Analysis of the New Financial Institutions Alan Gart, 1989-03-27 A comprehensive examination of the financial services industry which is must reading for anyone who needs a better understanding of the significant developments that have occurred in the wake of deregulation innovation and technological change Dr Irwin L Kellner Chief Economist Manufacturers Hanover Trust New York A worthwhile addition to general collections as a sourcebook on the financial services industry Business Information Alert Gart brings the reader up to date with the changes in regulation and deregulation structure and restructuring mergers and acquisitions technology distribution systems sources and uses of funds strategies and the profitability of the institutions that are the dominant players within the financial services industry This volume provides the latest management thinking about asset and liability management the apparent consolidation of the financial services industry the latest marketing approaches and technological capabilities and offers guidance on managing a financial institution through a changing environment and regulatory maze Institutions that survive and prosper will require superior skills in marketing information systems and planning and strategic implementation Choosing the right target segments the proper products and services and understanding the most important leverage points in the management of technology and operations will all be part of the basic survival kit along with more efficient distribution systems This new handbook and guide to the contemporary U S financial services industry is must reading for industry professionals and an essential resource for the public they serve Individual chapters describe how the financial services industry developed where it is today and what it will be like in the next decade In addition the book describes the nature of the competition the evolution of new products and services and the impact of deregulation on each segment of the financial services industry These segments include commercial banking international banking savings and loans savings banks credit unions life insurance companies property casualty companies pension funds finance companies leasing companies investment banking brokerage firms investment companies and money market funds      **New England**

**Journal of Human Services** ,1989      The Turnaround and Transformation of Grand Rapids Baptist College Into Cornerstone College Gary L. Hauck,1998      *Review of Public Personnel Administration* ,1990      *A Legal Guide to EDP Management* Michael C. Gemignani,1989-02-17 Intended as an introduction to the law for electronic data processing managers this book provides a comprehensive overview of legal issues and concerns of particular relevance to those responsible for running computer operations The author shows the reader how to identify potential areas of liability how to take steps to prevent a potential liability from becoming an actual liability and how to communicate more effectively with legal counsel when it is required As Gemignani demonstrates managers of computer operations must be especially alert to areas of legal vulnerability because computers have raised novel precedent setting legal issues that the courts have only recently begun to address His guide written for professionals with little background in the law will enable EDP managers to recognize their rights in particular situations and deal more successfully with legal problems when they arise The book begins with an introduction to the law courts and the trial process This first chapter also includes a brief survey of legal research tools that will enable the reader to find the latest word on a question in this rapidly evolving field Gemignani moves to a discussion of contract law addressing issues such as the Uniform Commercial Code warranties breach of contract and remedies available in case of breach rejection and acceptance of contracted for products and licenses and leases Subsequent chapters examine copyright law laws related to patents and trade secrets computer crime and piracy torts and evidentiary considerations managers should be aware of in designing and operating computer centers Each chapter contains a list of selected readings and an extensive glossary of legal terms is provided for ready reference A contract checklist forms and instructions for obtaining a copyright and a sample U S Supreme Court slip opinion on a topic in computer law complete this invaluable guide      **Public Management in an Interconnected World** Mary T. Bailey,Richard Mayer,1992-02-18 Essays by contributors with different expertise examine the theories and experience of public management in an increasingly complex and interdependent world This overview of major new directions in the field of public administration builds upon the thinking of two conferences that studied basic the



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