



Corporate Transformation and Restructuring: A Strategic Approach

Abbass F. Alkhafaji

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Transformation and change are not the same. Innovations like TQM, reengineering, the learning organization, and benchmarking are certainly changes, but they require the fundamental revisions that can only be found in true organizational transformations--that is, in leadership style and organizational culture. Dr. Alkhafaji makes clear that change must be planned and have a clear purpose, and that managers must develop the special skills that are needed to prepare their organizations for change. His book presents a framework to assess corporate performance and thus to enhance long-term competitive advantage. It takes another look at the buzzwords and trends in light of the organizational transformation concept. Real world examples support theoretical research into strategic developments in global environments, laying out the essential components of transformation and the massive administrative changes required to implement it. The result is an important presentation of a crucial topic and an essential management-oriented guide.

Among the several themes that Dr. Alkhafaji discusses are the current challenges to any business created by global competition, changing technology, environmental demands, and demographic shifts. He points out that organizations must continually improve the quality of their products and services, and that to do so, often requires massive change--transformations in the organization itself. He shows that these are not one-time events but ongoing revisions that require constant strategic management. To illustrate his argument he covers TQM, reengineering and other innovations and approaches, and shows clearly how they all require a deep, pervasive commitment to true organizational alteration. Dr. Alkhafaji examines leadership style, organizational culture, and specific topics such as building effective teams, the technical and personal competencies that need to be identified before teams can be selected, and the implication of restructuring for corporate performance. Also examined in the new light of organizational transformation are mergers and acquisitions, corporate governance, and the effect that globalization is having on today's organizations.

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