

Sample Department Restructure Announcement

A Practical Guide in Five Steps Most executives will lead or be a part of a reorganization effort (a reorg) at some point in their careers. And with good reason—reorgs are one of the best ways for companies to unlock latent value, especially in a changing business environment. But everyone hates them. No other management practice creates more anxiety and fear among employees or does more to distract them from their day-to-day jobs. As a result, reorgs can be incredibly expensive in terms of senior-management time and attention, and most of them fail on multiple dimensions. It's no wonder companies treat a reorg as a mysterious process and outsource it to people who don't understand the business. It doesn't have to be this way. Stephen Heidari-Robinson and Suzanne Heywood, former leaders in McKinsey's Organization Practice, present a practical guide for successfully planning and implementing a reorg in five steps—demystifying and accelerating the process at the same time. Based on their twenty-five years of combined experience managing reorgs and on McKinsey research with over 2,500 executives involved in them, the authors distill what they and their McKinsey colleagues have been practicing as an "art" into a "science" that executives can replicate—in companies or business units large or small. It isn't rocket science and it isn't bogged down by a lot of organizational theory: the five steps give people a simple, logical process to follow, making it easier for everyone—both the leaders and the employees who ultimately determine a reorg's success or failure—to commit themselves to and succeed in the new organization.

Global Outsourcing Strategies is a state-of-the-art guide to the best lessons to be learned for successfully implementing and outsourcing projects. The 22 chapters provide information on the different facets of the outsourcing process, such as contract negotiation, the risks involved in outsourcing, the need for service level agreements, the critical requirements needed to build and sustain outsourcing relationships, and ethical supply chain issues. There are also sections exploring the impact of outsourcing on organizational structures; the long term effects; legal issues; management control and inter-firm relationships; as well as case studies from both the public and private sector on the practical side of outsourcing. The book will appeal to practitioners and researchers alike.

An International Reference on Effective Outsourcing Relationships

The humanities and social sciences. A

Department of the Interior Geological Survey Manual

Corporate Restructuring and Lending Relationships

Evidence from Firms Experiencing Large Performance Shocks

Global Outsourcing Strategies

Coal-fired power plants generate about 1/2 of the nation's electricity and about 1/3 of its carbon dioxide (CO₂) emissions, which contribute to climate change. In 2003, the DoE initiated FutureGen -- a commercial-scale, coal-fired power plant to incorporate integrated gasification combined cycle, an advanced generating technology, with carbon capture and storage. DoE's cost share was 74%, and industry partners agreed to fund the rest. Concerned about escalating costs, DoE restructured FutureGen. This report examines: (1) the original and restructured programs' goals; (2) similarities and differences between the new FutureGen and other DoE CCS programs; and (3) if the restructuring decision was based on sufficient info. Illus.

Positive leaders are able to dramatically expand their people's—and their own—capacity for excellence. And they accomplish this without enormous expenditures or huge heroic gestures. Here leading scholars—including Adam Grant, author of the bestselling Give and Take; positive organizational scholarship movement cofounders Kim Cameron and Robert Quinn; and thirteen more—describe how this is being done at companies such as Wells Fargo, Ford, Kelly Services, Burt's Bees, Connecticut's Griffin Hospital, the Michigan-based Zingerman's Community of Businesses, and many others. They show that, like the butterfly in Brazil whose flapping wings create a typhoon in Texas, you can create profound positive change in your organization through simple actions and attitude shifts.

How to Get It Right

DoE's Decision to Restructure FutureGen Should be Based on a Comprehensive Analysis of Costs, Benefits, and Risks

Creative and Profitable Alternatives to Layoffs

Departments of Veterans Affairs and Housing and Urban Development, and Independent

Agencies Appropriations for 2000: National Aeronautics and Space Administration

Community Assistance Can be Better Targeted : Report to Congressional Requesters

Initial Report to the Congress February 6, 2009

As a follow-up to the Executive Board's May 2013 discussion, this paper considers a possible direction for reform of the Fund's lending framework in the context of sovereign debt vulnerabilities. The primary focus of this paper relates to the Fund's exceptional access framework, since it is in this context that the Fund will most likely have to make the difficult judgment as to whether the member's problem can be resolved with or without a debt restructuring. The objective of the preliminary approaches set forth in this paper is to reduce the cost of crisis resolution for both creditors and debtors—relative to the alternatives—thereby benefitting the overall system. These ideas are

based and their eventual implementation would require meaningful consultation with creditors.

This publication explores the use of socially sensitive enterprise restructuring (SSER) approaches by companies to help minimise the social costs for workers of downsizing, drawing on examples of good practice and case studies from different countries. Issues discussed include the importance of good labour management relations; communication strategies; the use of counselling, training and job searching strategies; early retirement, mobility and severance packages; alternative work schedules; and the various stages of the workforce reduction process.

CIS Index to U.S. Executive Branch Documents, 1910-1932: Agriculture Department (5 v.)

Post-merger Restructuring and the Boundaries of the Firm

Policy Research Working Papers

Hearings Before a Subcommittee of the Committee on Appropriations, House of Representatives, One Hundred Fifth Congress, Second Session

Dissertation Abstracts International

Mergers, Acquisitions and Corporate Restructuring

Mergers, Acquisitions, and Other Restructuring Activities: An Integrated Approach to Process, Tools, Cases, and Solutions, Tenth Edition, is the most comprehensive and cutting-edge text available on the subject. Supported by recent peer-reviewed academic research, this book provides many recent, notable deals, precedent-setting judicial decisions, government policies and regulations, and trends affecting M&As, as well as takeover strategies and tactics. Today's policies, politics and economics are reflected in the book's 40 case studies, 90% of which involve deals either announced or completed during the last several years. These cases represent friendly, hostile, highly leveraged, and cross-border transactions in ten different industries, involving public and private firms and those experiencing financial distress. Sections discuss an overview of M&As, key regulations, common strategies and tactics, how managers may choose a business strategy from available options, valuation methods and basic financial modeling techniques, the negotiating process, how deal structuring and financing are inextricably linked, how consensus is reached during the bargaining process, the role of financial models in closing the deal and strategic growth options as alternatives to domestic M&As. Provides a rigorous discussion of the strengths and limitations of financial modeling as applied to M&A and how these models can be applied in various areas Includes new academic research and updated/revised case studies Presents updated M&A tactics and strategies, along with court cases and new regulations governing business combinations, valuation methodologies and financing

Based on the popular Developing Leadership Talent program offered by the acclaimed Center for Creative Leadership, this important resource offers a nuts-and-bolts framework for putting in place a leadership development system that will attract and retain the best and brightest talent. Step by step, the authors explain how alignment with strategic goals and organizational purpose and effective developmental experiences are the backbone of a successful leadership program. An authoritative and useful book, Developing Leadership Talent is an essential tool for any leadership program.

ReOrg

Restructuring for Corporate Success

Mergers, Acquisitions, and Other Restructuring Activities

Geological Survey Manual

Departments of Veterans Affairs and Housing and Urban Development, and Independent Agencies Appropriations for 1998

Departments of Veterans Affairs and Housing and Urban Development, and Independent Agencies Appropriations for 2002

Cincinnati Magazine taps into the DNA of the city, exploring shopping, dining, living, and culture and giving readers a ringside seat on the issues shaping the region.

Provides a ready reference on what TARP is and how it has been used, at least for the first \$350 billion authorized as of January 23, 2009. The goal is to advance economic stability through transparency, coordinated oversight, and robust enforcement.

Performance and Welfare Effects of Work Restructuring

An Integrated Approach to Process, Tools, Cases, and Solutions

Department of Energy Workforce Reduction

Government Reports Announcements

Australian Journal of Labour Law

Competitive Advantage

A ground-breaking exploration of the changing nature of trust and how to bridge the gap from where you are to where you need to be. Trust is the most powerful force underlying the success of every business. Yet it can be shattered in an instant, with a devastating impact on a company's market cap and reputation. How to build and sustain trust requires fresh insight into why customers, employees, community members, and investors decide whether an organization can be trusted. Based on two decades of research and illustrated through vivid storytelling, Sandra J. Sucher and Shalene Gupta examine the economic impact of trust and the science behind it, and conclusively prove that trust is built from the inside out. Trust emerges from a company being the "real deal": creating products and services that work, having good intentions, treating people fairly, and taking responsibility for all the impacts an organization creates, whether intended or not. When trust is in the room, great things can happen. Sucher and Gupta's innovative foundation for executing the elements of trust—competence, motives, means, impact—explains how trust can be woven into the day-to-day and the long term. Most

importantly, even when lost, trust can be regained, as illustrated through their accounts of companies across the globe that pull themselves out of scandal and corruption by rebuilding the vital elements of trust.

This paper reports the on-off nature of emerging market access to international capital markets appears to have become a key characteristic of international financial markets. Emerging market borrowers have begun to adapt: when the market for US dollar-denominated bonds has closed, these borrowers turn to the syndicated loan markets, attempt to issue in bonds denominated in euro or yen, or issue in local-currency bond markets. In addition, they employ staff with extensive experience in investment banking and securities trading, exploit "windows of opportunity" to prefund their yearly financing requirement, and engage in debt exchanges to extend the maturity of their debt and avoid a bunching of maturities. The consolidation of financial institutions is driven by attempts to exploit economies of scale and scope, and technological advances such as the Internet and deregulation that facilitate universal banking activities are making it easier to reap such economies. Advances in technology are also transforming the securities trading industry.

Government Reports Announcements & Index

Global Business Driven HR Transformation: The Journey Continues (Print Edition)

How Companies Build It, Lose It, Regain It

Hearings Before a Subcommittee of the Committee on Appropriations, House of Representatives, One Hundred Fifth Congress, First Session

Creating and Sustaining Superior Performance

Bulletin of the Atomic Scientists

For more than 40 years, Computerworld has been the leading source of technology news and information for IT influencers worldwide. Computerworld's award-winning Web site (Computerworld.com), twice-monthly publication, focused conference series and custom research form the hub of the world's largest global IT media network.

Firms that restructure through downsizing are not more profitable than those that don't, and often end up hurting themselves in the long run. Responsible Restructuring draws on the results of an eighteen-year study of S&P 500 firms to prove that it makes good business sense to restructure responsibly-to avoid downsizing and instead regard employees as assets to be developed rather than costs to be cut. Wayne Cascio explodes thirteen common myths about downsizing, detailing its negative impact on profitability, productivity, quality, and on the morale, commitment, and even health of survivors. He uses real-life examples to illustrate successful approaches to responsible restructuring used by companies such as Charles Schwab, Compaq, Cisco, Motorola, Reflexite, and Southwest Airlines. And he offers specific, step-by-step advice on what to do-and what not to do-when developing and implementing a restructuring strategy that, unlike layoffs, leaves the organization stronger and better able to face the challenges ahead.

How to Be a Positive Leader

Small Actions, Big Impact

Evidence from Telecommunications Services

The Fund's Lending Framework and Sovereign Debt - Preliminary Considerations

International Capital Markets, August 2001

Clean Coal

Includes exercises, suggested answers, checklists, sample policies and procedures.

This book presents recent literature on corporate mergers, acquisitions, takeovers, restructuring, and corporate governance and discussions of valuation, cost of capital, and strategic financial planning. This book discusses how M&As fit into a company's strategy and how restructuring can unlock values in a company. It presents strategies designed to increase a firm's value: i.e. ventures, ESOPs, LBOs, share repurchases, and international strategies. The book also provides guides on selecting M&As to suit a company or increase its value. The second edition of Takeovers, Restructuring and Corporate Governance has been revised to include the latest empirical data and literature. It also now includes 38 important recent case studies: i.e., QVC-Paramount; Boeing-McDonnell Douglas; Ciba-Geigy-Sandoz, Disney-Cap Cities-ABC, and Time Warner-Turner.

Responsible Restructuring

Guide to Documents Not Printed in the U.S. Serial Set

CIS Index to U.S. Executive Branch Documents, 1910-1932

SIGTARP

FutureGen and the Department of Energy's Advanced Coal Programs

A Socially Sensitive Approach

Mergers and acquisitions are a fast way for a firm to grow. Using plant-level data, we examine how firms redraw their boundaries after acquisitions. We find that there is a large amount of restructuring in a short period following mergers. Acquirers sell 27% and close 19% of acquired plants within three years of the acquisition. Plants in the target's peripheral divisions, especially in industries in which asset values are increasing, and in industries in which the acquirer does not have a comparative advantage, are more likely to be sold by the acquirer. Acquirers with skill in running their peripheral divisions tend to retain more acquired plants. Plants retained by acquirers increase in productivity whereas sold plants do not. The extent of post-merger restructuring activities and their cross-sectional variation do not support an empire building explanation for mergers. Acquirers readjust their firm boundaries in ways that are consistent with the exploitation of their comparative advantage across industries.

Now beyond its eleventh printing and translated into twelve languages, Michael Porter's The Competitive Advantage of Nations has changed completely our conception of how prosperity is created and sustained in the modern global economy. Porter's groundbreaking study of international competitiveness has shaped national policy in countries around the world. It has also transformed thinking and action in states, cities, companies, and even entire regions such as Central America. Based on research in ten leading trading nations, The Competitive Advantage of Nations offers the first theory of competitiveness based on the causes of the productivity with which companies compete. Porter shows how traditional comparative advantages such as natural resources and pools of labor have been superseded as sources of prosperity, and how broad macroeconomic accounts of competitiveness are insufficient. The book introduces Porter's "diamond," a whole new way to understand the competitive position of a nation (or other locations) in global competition that is now an integral part of international business thinking. Porter's concept of "clusters," or groups of interconnected firms, suppliers, related industries, and institutions that arise in particular locations, has become a new way for companies and governments to think about economies, assess the competitive advantage of locations, and set public policy. Even before publication of the book, Porter's theory had guided national reassessments in New Zealand and elsewhere. His

ideas and personal involvement have shaped strategy in countries as diverse as the Netherlands, Portugal, Taiwan, Costa Rica, and India, and regions such as Massachusetts, California, and the Basque country. Hundreds of cluster initiatives have flourished throughout the world. In an era of intensifying global competition, this pathbreaking book on the new wealth of nations has become the standard by which all future work must be measured.

The Power of Trust

7 Steps to Better Written Policies and Procedures

Hearings Before a Subcommittee of the Committee on Appropriations, House of Representatives, One Hundred Seventh Congress, First Session

Developing Leadership Talent

Hearing Before the Subcommittee on Energy and Environment, Committee on Science and Technology, House of Representatives, One Hundred Eleventh Congress, First Session, March 11, 2009

Computerworld

A book on mergers, acquisitions and corporate restructuring for students and practitioners of finance.

Corporate Restructuring

Hearings Before the Subcommittee on Transportation and Commerce of the Committee on Interstate and Foreign Commerce, House of Representatives, Ninety-sixth Congress, First Session ... April 3 and 4, 1979

Cincinnati Magazine

Amtrak Fiscal Year 1980 Authorization and Amtrak Route Restructuring

Mergers, Restructuring, and Corporate Control

Departments of Veterans Affairs and Housing and Urban Development, and Independent Agencies Appropriations for 1999