



Towards Organizational Fitness: A Guide to Diagnosis and Treatment

Gerry Randell, John Toplis

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Work organizations can lose their fitness and become sick, just as people can. Just like people, they may become both physically and behaviourally sick; physically sick when plant and equipment breaks down or the money runs out; behaviourally sick when the resources are badly managed or the staff become alienated. Gerry Randell and John Toplis' *Towards Organizational Fitness* addresses two main issues: firstly, how to investigate and manage problems involving people at work - a task analogous to that of a medical doctor working with a sick patient; secondly, how to assess and develop the capability and fitness of an organization - like a medical doctor who wishes to improve a patient's health. The message of this book is clear, that organizations should not proceed to change any of their policies, procedures, processes or practices until a systematic thorough diagnosis of the root cause underpinning the need to change has taken place. The process of diagnosis that leads to a technically sound, administratively convenient, politically defensible and socially acceptable decision to change an organization in some way is fraught with difficulty. *Towards Organizational Fitness* provides managers with a conceptual and practical path through this complex and difficult arena.

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