

The Outstanding Organization Generate Business Results By Eliminating Chaos And Building The Foundation For Everyday Excellence

Storytelling can be a lifelong and life sustaining habit of mind, a personal inheritance that connects us to our communities. It can also serve as an organizational inheritance—a management tool that helps businesses to develop and thrive. For more than a decade, award-winning author Janis Forman has been helping executives to tell stories in service of their organizational objectives. In *Storytelling in Business: The Authentic and Fluent Organization*, she teaches readers everywhere how the craft of storytelling can help them to achieve their professional goals. Focusing on the role of storytelling at the enterprise level, this book provides a research-driven framework for engaging in organizational storytelling. Forman presents original cases from Chevron, FedEx, Phillips, and Schering-Plough. Organizations like those featured in the book can make use of storytelling for good purposes, such as making sense of their strategy, communicating it, and developing or strengthening culture and brand. These uses of storytelling generate positive consequences that can have a sustained and significant impact on an organization. While large firms employ teams of digital and communication professionals, there's much that any of us can extrapolate from their experience to create stories to further our own objectives. To show the reach of storytelling, Forman conducted 140 interviews with professionals ranging from CEOs in small and thriving firms, to corporate communication and digital media experts, to filmmakers—arguably the world experts in visual storytelling. She draws out specific lessons learned, and shows how to employ the road-tested strategies demonstrated by these leaders. Although this book focuses on storytelling in the context of business, Forman takes inspiration from narratives in literature and film, philosophical and social thought, and relevant concepts from a variety of other disciplines to instruct the reader on how to develop truly authentic and meaningful tales to drive success. A final chapter brings readers back to square one: the development of their own "signature story." This book is a pioneering work that guides us beyond the pressure and noise of daily organizational life to influence people in a sustained, powerful way. It teaches us to be fluent storytellers who succeed by mastering this vital skill.

Conquer the most essential adaptation to the knowledge economy *The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth* offers practical guidance for teams and organizations who are serious about success in the modern economy. With so much riding on innovation, creativity, and spark, it is essential to attract and retain quality talent—but what good does this talent do if no one is able to speak their mind? The traditional culture of “fitting in” and “going along” spells doom in the knowledge economy. Success requires a continuous influx of new ideas, new challenges, and critical thought, and the interpersonal climate must not suppress, silence, ridicule or intimidate. Not every idea is good, and yes there are stupid questions, and yes dissent can slow things down, but talking through these things is an essential part of the creative process. People must be allowed to voice half-finished thoughts, ask questions from left field, and brainstorm out loud; it creates a culture in which a minor flub or momentary lapse is no big deal, and where actual mistakes are owned and corrected, and where the next left-field idea could be the next big thing. This book explores this culture of psychological safety, and provides a blueprint for bringing it to life. The road is sometimes bumpy, but succinct and informative scenario-based explanations provide a clear path forward to constant learning and healthy innovation. Explore the link between psychological safety and high performance Create a culture where it's “safe” to express ideas, ask questions, and admit mistakes Nurture the level of engagement and candor required in today's knowledge economy Follow a step-by-step framework for establishing psychological safety in your team or organization Shed the “yes-men” approach and step into real performance. Fertilize creativity, clarify goals, achieve accountability, redefine leadership, and much more. *The Fearless Organization* helps you bring about this most critical transformation.

Outlines a revisionist approach to management while arguing against common perceptions about the inevitability of startup failures, explaining the importance of providing genuinely needed products and services as well as organizing a business that can adapt to continuous customer feedback.

Winner of The Shingo Research and Professional Publication Award! After two decades in the trenches of helping companies design and build better, more efficient operations, Karen Martin has pinpointed why performance improvement programs usually fail: Chaos, the sneaky but powerful force that frustrates customers, keeps business leaders awake at night, and saps company morale. In *The Outstanding Organization*, Karen offers a toolbox for combating chaos by creating the organizational conditions that will allow your improvement efforts to return greater gains. Proven, practical, and surprisingly simple, Karen's system focuses on four key behaviors for organizational excellence--Clarity, Focus, Discipline, Engagement--that, once instilled into a company's DNA, open the door to sustainable growth and profit. This well-organized, inviting-to-read guide reveals everything you need to know about: How the lack of clarity and focus adds millions of dollars of unnecessary labor expense and slows progress on all fronts How you can gain a competitive edge by adopting the type of disciplined behaviors typically found in the military, science, law enforcement, sports, and the arts Why you should stop worrying about employee satisfaction--and start concerning yourself with employee engagement Why adopting various improvement approaches without building a foundation for success won't solve your problems--and will likely create more chaos Although you don't like the chaos that you're currently coping with, you've probably come to accept it. You don't have to if you follow the path Karen lays out. This no-nonsense book helps you get to the crux of the problem, so you can inject the sensible, disciplined calm that enables the levels of performance and innovation mandated by today's business environment--and help your organization become truly outstanding. Praise for *The Outstanding Organization* "Too often, outstanding performance seems out of reach. Karen Martin explains, with elegant simplicity, why so many organizations 'can't get there from here.' Better yet, she provides clear, actionable advice on building a foundation that will allow anyone to achieve excellence." -Matthew E. May, author, *The Laws of Subtraction* "This fast-moving book gives managers a series of practical, proven strategies and tools to improve performance to get better results immediately." -Brian Tracy, author, *Full Engagement!* "It is within our grasp to create an outstanding organization, but it won't happen without focus and attention. Karen Martin explores organizations that have made this transformation, and she unlocks their secrets for you. Read this book, apply the principles exposed, and you will achieve similar success." -Richard Sheridan, CEO, Menlo Innovations "Karen Martin shares her extensive experience assisting companies in their improvement efforts and identifies capabilities common among organizations that have achieved sustainable outstanding success. Especially noteworthy is Karen's discussion of the Plan-Do-Study-Adjust management cycle. Adapt it as you need, adopt it because you must." -John Shook, Chairman and CEO, Lean Enterprise Institute

"Powerful and motivating! Whether you are performing aerial feats in a super-sonic fighter jet at low altitude or plotting improvement efforts from the corporate boardroom, this book will help you take your organizational performance to new heights!"

-Scott Beare, former Lead Solo Pilot, Blue Angels

Winner of The Shingo Research and Professional Publication Award! Align your leadership team to deliver the highest possible value to your customers Too many organizations today suffer from silo-centric behavior and intra-organizational conflict. Yet most don't understand what's holding them back from achieving outstanding performance. Value stream mapping--an essential but underused methodology--is a proven approach to help you visualize and resolve disconnects, redundancies, and gaps in your value delivery system. More than merely a tool to eliminate operational waste, value stream mapping is a highly effective means to transform leadership thinking, define strategy and priorities, and create customer-centric work flow. In this detailed guide, business performance improvement experts Karen Martin and Mike Osterling present a practical way to deeply understand how work gets done--in any environment--and how to design improved work systems. You'll learn how to: Prepare and engage your leadership team in the transformation process Gain a deep understanding about your current work systems and the related barriers to delivering value Design a future state that enables outstanding performance on all fronts Adopt the new design and lay the foundation for continued improvement Whether you are a novice, an experienced improvement practitioner, or a leader, Value Stream Mapping will help you design and operate your business more effectively. And if your organization already uses value stream mapping, this book will help you improve your transformation efforts. In today's rapid-fire business environment, there are too many problems to be solved and too many opportunities to be leveraged to operate without a highly effective means for accomplishing the important work to be done. Value stream mapping is the missing link in business management and, properly executed, has the power to address many business woes. PRAISE FOR VALUE STREAM MAPPING "Value stream mapping has evolved from its roots as a tool used by geeks to reimagine and reconfigure manufacturing operations to a process to enable deep organizational intervention and transformation. With Value Stream Mapping, Karen Martin and Mike Osterling provide an outstanding guide for practitioners engaged in the challenging work of improving the horizontal flow of value across organizations."

-- John Shook, Chairman and CEO, Lean Enterprise Institute, and author, Learning to See "Despite decades of viewing value stream mapping as the core tool of Lean transformations, there is still confusion. Karen and Mike put mapping in its proper perspective as a methodology for getting high-performing teams to see waste, share a future state vision, and build meaningful actions that are carried out with passion and purpose." -- Jeffrey Liker, author, The Toyota Way "In Value Stream Mapping, Karen and Mike not only provide a great how-to book for transforming value streams, they also demonstrate the benefits that taking a holistic view can have on an organization's culture and commitment to customer value. There is something to learn for the novice and expert on every page." -- Jeff Chester, Chief Revenue Officer & Senior Vice President, Availity "Martin and Osterling have written an excellent book that shows you how to do value stream mapping and do it right. Follow their advice and your organization will get the profoundly radical change required to better serve your customers and create unprecedented profits and agility." -- Brian Maskell, author, Practical Lean Accounting "VSM is often misunderstood and underutilized. Strategically, it can be a Rosetta Stone to help bring disparate organizational silos together and a catalyst for stimulating and prioritizing enterprise-wide transformation. Karen and Mike have produced another terrific guide. Read it, practice it, share it, teach it." -- Steve Bell, author, Run Grow Transform "Value Stream Mapping is well worth picking up. It's a straightforward user's guide to constructing current-state and designing future-state value stream maps that help you visualize and improve your efforts to flow value to your customer." -- Matthew May, author of The Laws of Subtraction

Frost & Sullivan's 2014 Growth, Innovation, and Leadership Book of the Year "EXPONENTIAL ORGANIZATIONS should be required reading for anyone interested in the ways exponential technologies are reinventing best practices in business." —Ray Kurzweil, Director of Engineering at Google In business, performance is key. In performance, how you organize can be the key to growth. In the past five years, the business world has seen the birth of a new breed of company—the Exponential Organization—that has revolutionized how a company can accelerate its growth by using technology. An ExO can eliminate the incremental, linear way traditional companies get bigger, leveraging assets like community, big data, algorithms, and new technology into achieving performance benchmarks ten times better than its peers. Three luminaries of the business world—Salim Ismail, Yuri van Geest, and Mike Malone—have researched this phenomenon and documented ten characteristics of Exponential Organizations. Here, in EXPONENTIAL ORGANIZATIONS, they walk the reader through how any company, from a startup to a multi-national, can become an ExO, streamline its performance, and grow to the next level. "EXPONENTIAL ORGANIZATIONS is the most pivotal book in its class. Salim examines the future of organizations and offers readers his insights on the concept of Exponential Organizations, because he himself embodies the strategy, structure, culture, processes, and systems of this new breed of company." —John Hagel, The Center for the Edge Chosen by Benjamin Netanyahu, Prime Minister of Israel, to be one of Bloomberg's Best Books of 2015

"This is not a book about charismatic visionary leaders. It is not about visionary product concepts or visionary products or visionary market insights. Nor is it about just having a corporate vision. This is a book about something far more important, enduring, and substantial. This is a book about visionary companies." So write Jim Collins and Jerry Porras in this groundbreaking book that shatters myths, provides new insights, and gives practical guidance to those who would like to build landmark companies that stand the test of time. Drawing upon a six-year research project at the Stanford University Graduate School of Business, Collins and Porras took eighteen truly exceptional and long-lasting companies -- they have an average age of nearly one hundred years and have outperformed the general stock market by a factor of fifteen since 1926 -- and studied each company in direct comparison to one of its top competitors. They examined the companies from their very beginnings to the present day -- as start-ups, as midsize companies, and as large corporations. Throughout, the authors asked: "What makes the truly exceptional companies different from other companies?" What separates General Electric, 3M, Merck, Wal-Mart, Hewlett-Packard, Walt Disney, and Philip Morris from their rivals? How, for example, did Procter & Gamble, which began life substantially behind rival Colgate, eventually prevail as the premier institution in its industry? How was Motorola able to move from a humble battery repair business into integrated circuits and cellular communications, while Zenith never became dominant in anything other than TVs? How did Boeing unseat McDonnell Douglas as the world's best commercial aircraft company -- what did Boeing have that McDonnell Douglas lacked? By answering such questions, Collins and Porras go beyond the incessant barrage of management buzzwords and fads of the day to discover timeless qualities that have consistently distinguished out-standing companies. They also provide inspiration to all executives and entrepreneurs by destroying the false but widely accepted idea that only charismatic

visionary leaders can build visionary companies. Filled with hundreds of specific examples and organized into a coherent framework of practical concepts that can be applied by managers and entrepreneurs at all levels, *Built to Last* provides a master blueprint for building organizations that will prosper long into the twenty-first century and beyond.

Reveals seven principles that can change one's business for the better, including becoming a great leader, attracting and keeping great people, developing a great business plan, offering a great product or service, delivering superior customer service and more. *The Outstanding Organization: Generate Business Results by Eliminating Chaos and Building the Foundation for Everyday Excellence* McGraw Hill Professional

The Challenge *Built to Last*, the defining management study of the nineties, showed how great companies triumph over time and how long-term sustained performance can be engineered into the DNA of an enterprise from the very beginning. But what about the company that is not born with great DNA? How can good companies, mediocre companies, even bad companies achieve enduring greatness? The Study For years, this question preyed on the mind of Jim Collins. Are there companies that defy gravity and convert long-term mediocrity or worse into long-term superiority? And if so, what are the universal distinguishing characteristics that cause a company to go from good to great? The Standards Using tough benchmarks, Collins and his research team identified a set of elite companies that made the leap to great results and sustained those results for at least fifteen years. How great? After the leap, the good-to-great companies generated cumulative stock returns that beat the general stock market by an average of seven times in fifteen years, better than twice the results delivered by a composite index of the world's greatest companies, including Coca-Cola, Intel, General Electric, and Merck. The Comparisons The research team contrasted the good-to-great companies with a carefully selected set of comparison companies that failed to make the leap from good to great. What was different? Why did one set of companies become truly great performers while the other set remained only good? Over five years, the team analyzed the histories of all twenty-eight companies in the study. After sifting through mountains of data and thousands of pages of interviews, Collins and his crew discovered the key determinants of greatness -- why some companies make the leap and others don't. The Findings The findings of the Good to Great study will surprise many readers and shed light on virtually every area of management strategy and practice. The findings include: Level 5 Leaders: The research team was shocked to discover the type of leadership required to achieve greatness. The Hedgehog Concept (Simplicity within the Three Circles): To go from good to great requires transcending the curse of competence. A Culture of Discipline: When you combine a culture of discipline with an ethic of entrepreneurship, you get the magical alchemy of great results. Technology Accelerators: Good-to-great companies think differently about the role of technology. The Flywheel and the Doom Loop: Those who launch radical change programs and wrenching restructurings will almost certainly fail to make the leap. "Some of the key concepts discerned in the study," comments Jim Collins, "fly in the face of our modern business culture and will, quite frankly, upset some people." Perhaps, but who can afford to ignore these findings?

Companies routinely claim that 'Our People Are Our Greatest Asset', but research data shows that in practice most people do not actually use their assets much at work. This book aims to change that. When employees learn how to truly apply their greatest strengths at work, they turbo-charge their career potential and everybody wins. Companies find that their employees are more productive, their teams are more effective, their organization is more innovative and, accordingly, their customers are more engaged. In *FIRST, BREAK ALL THE RULES*, Marcus Buckingham proved the link between engaged employees and more profitable bottom lines and highlighted great managers as the catalyst. In *NOW, DISCOVER YOUR STRENGTHS* he explained how to sort through your patterns of wishes, abilities, thoughts and feelings and, with the help of a web-based profile, identify your five most dominant talents. In *GO, PUT YOUR STRENGTHS TO WORK* he shows you how to take the crucial next step. How to seize control of your time at work and, in the face of a world that doesn't much care whether you are playing to your strengths, how to rewrite your job description under the nose of your boss.

In this pathbreaking book, world-renowned Harvard Business School service firm experts James L. Heskett, W. Earl Sasser, Jr. and Leonard A. Schlesinger reveal that leading companies stay on top by managing the service profit chain. Why are a select few service firms better at what they do -- year in and year out -- than their competitors? For most senior managers, the profusion of anecdotal "service excellence" books fails to address this key question. Based on five years of painstaking research, the authors show how managers at American Express, Southwest Airlines, Banc One, Waste Management, USAA, MBNA, Intuit, British Airways, Taco Bell, Fairfield Inns, Ritz-Carlton Hotel, and the Merry Maids subsidiary of ServiceMaster employ a quantifiable set of relationships that directly links profit and growth to not only customer loyalty and satisfaction, but to employee loyalty, satisfaction, and productivity. The strongest relationships the authors discovered are those between (1) profit and customer loyalty; (2) employee loyalty and customer loyalty; and (3) employee satisfaction and customer satisfaction. Moreover, these relationships are mutually reinforcing; that is, satisfied customers contribute to employee satisfaction and vice versa. Here, finally, is the foundation for a powerful strategic service vision, a model on which any manager can build more focused operations and marketing capabilities. For example, the authors demonstrate how, in Banc One's operating divisions, a direct relationship between customer loyalty measured by the "depth" of a relationship, the number of banking services a customer utilizes, and profitability led the bank to encourage existing customers to further extend the bank services they use. Taco Bell has found that their stores in the top quadrant of customer satisfaction ratings outperform their other stores on all measures. At American Express Travel Services, offices that ticket quickly and accurately are more profitable than those which don't. With hundreds of examples like these, the authors show how to manage the customer-employee "satisfaction mirror" and the customer value equation to achieve a "customer's eye view" of goods and services. They describe how companies in any service industry can (1) measure service profit chain relationships across operating units; (2) communicate the resulting self-appraisal; (3) develop a "balanced scorecard" of performance; (4) develop a recognitions and rewards system tied to established measures; (5) communicate results company-wide; (6) develop an internal "best practice" information exchange; and (7) improve overall service profit chain performance. What difference can service profit chain management make? A lot. Between 1986 and 1995, the common stock prices of the companies studied by the authors increased 147%, nearly twice as fast as the price of the stocks of their closest competitors. The proven success and high-yielding results from these high-achieving companies will make *The Service Profit Chain* required reading for senior, division, and business unit managers in all service companies, as well as for students of service management.

Managing a high-growth organization requires both strategy and adaptability. Unfortunately, start-up founders and executives seeking to scale up to the next level find all too frequently that growth turns into chaos. Rather than laying the groundwork for the future, organizations get stuck by covering up complex problems with unsustainable band-aids and duct-tape fixes, implementing

anecdote-based solutions from the latest tech-industry unicorns or leadership books, and relying on too much on-the-fly learning from inexperienced managers. This book is the definitive guide for leaders of high-growth organizations seeking to understand and execute the people-management principles that are essential to continued success. Combining a wealth of practical experience, well-grounded academic research, and easy-to-apply frameworks, Andrew Bartlow and T. Brad Harris offer a practical toolkit that founders, functional leaders, and managers of people can use to rethink their practices to meet their organizations' needs. They help readers identify the core people-management programs and practices that are best for an organization at its current stage and size while also supporting a foundation for continued development and the capacity to adapt to inevitable surprises. Practical, actionable, and supplemented with numerous diagnostic tools and illustrative examples, *Scaling for Success* is a must-have playbook for organizational leaders pursuing smart and sustainable growth.

Winners in business aren't the ones who do the most things; the winners are the ones who do the most important things. *Be the Best at What Matters Most* is about the one essential strategy for business leaders, entrepreneurs, owners, managers and those who want to be one. Simplify, focus, and win by outperforming all your competition on those things that create real value for the customer. This is about substance, not flash, and the ultimate "wow" factors of high quality performance, consistency and relentless improvement. Thought provoking questions, activities, and action steps are built into every section of the book. Author Joe Calloway, an International Speakers Hall of Fame inductee, has been a popular business speaker for thirty years and worked with hundreds of companies to help them create and sustain success. *Be the Best at What Matters Most* will help you and your team focus on taking the actions that maximize results, growth, and profit.

INNOVATION IN ACTION The Innovation Book is your roadmap to creating powerful innovations that deliver success in a competitive world. It answers the following questions: · How do you become a more innovative thinker? · How do you lead and manage creative people? · How can you use innovation tools to get the best results? · How can you engage people with innovation? · How do you avoid pitfalls, problems and screw-ups? With a practical bite-size format, The Innovation Book will help you tackle the really important challenges and seize the most valuable opportunities. "Inspired, ambitious and complete – a must-read for anyone interested in innovation, creativity and invention." Tom McMail, Ex-Microsoft Strategic Collaborations Director & Academic Innovations Manager "Strips big ideas down to their essence, making the complicated understandable and turning the theoretical into real-world practical. Recommended." Broc Edwards, SVP, Director of Learning & Leadership

What every leader needs to know about dignity and how to create a culture in which everyone thrives. This landmark book from an expert in dignity studies explores the essential but under-recognized role of dignity as part of good leadership. Extending the reach of her award-winning book *Dignity: Its Essential Role in Resolving Conflict*, Donna Hicks now contributes a specific, practical guide to achieving a culture of dignity. Most people know very little about dignity, the author has found, and when leaders fail to respect the dignity of others, conflict and distrust ensue. She highlights three components of leading with dignity: what one must know in order to honor dignity and avoid violating it; what one must do to lead with dignity; and how one can create a culture of dignity in any organization, whether corporate, religious, governmental, healthcare, or beyond. Brimming with key research findings, real-life case studies, and workable recommendations, this book fills an important gap in our understanding of how best to be together in a conflict-ridden world.

In an increasingly volatile, uncertain, complex and ambiguous world, achieving sustainable competitive advantage has never been more important, or more difficult. However, the key challenge for CEOs, senior executives and HR professionals is how to unlock the potential of their people, building a culture that allows employees to perform to the best of their abilities and effectively attract, engage, develop and retain the staff needed for sustainable business success. *Building an Outstanding Workforce* is a must-have guide for all professionals looking to leverage the potential of their people and maximise value for all stakeholders. Including evolutionary psychology, neuroscience and personality psychology, this book takes an evidence-based approach to people management. With practical guidance, expert advice and case studies from companies including Alibaba, Barclays Banking Group, Patagonia, Tata Group and Qantas, *Building an Outstanding Workforce* covers all the key issues including how to tailor people management to address the motivations of different generations, the impact of emergent technology on the workforce, the shift in the skills employees now need to learn and develop and how to handle the new challenges of remote and flexible working and the gig economy. There is also essential coverage of strategic workforce planning, people risk, people analytics, human capital reporting, the employer brand and employee value proposition and the benefits of embracing diversity and inclusion, well-being and other aspects of corporate and social responsibility. It presents a new people-focused framework for people management that redefines the structure, roles and responsibilities of human resource management and addresses the problems of role ambiguity and conflict associated with HR to deliver people management that everyone needs and deserves.

Winner of The Shingo Research and Professional Publication Award! Everyone knows that in order to reach optimum levels of health, you have to exercise—and that you have to keep at it, day after day after day. No big secret here. It's the same with process improvement, and, specifically, lean processes. Everything there is to know about Lean has been revealed. Countless books, articles, and seminars provide business leaders all the information they need to understand how lean works and how effective it can be when fully implemented. Again, not a secret. Why, then, do companies invariably fail in their pursuit of operational excellence? The same reason people fail to trim fat through exercise. They don't do it. They try to squeeze it into their schedule; they don't make it part of their schedule. And, inevitably, it becomes less of a priority. In the same vein, too many business leaders see process improvement as a project, something separate from the more "pressing" goals of profits and growth. That's where they go wrong. And that's where *Building the Fit Organization* comes in. In this practical, hands-on guide Markovitz walks you step by step through the process of making lean as intrinsic to your company as the pursuit of profits. You will learn how to make an unshakeable commitment to increasing the value provided by doing the right work in the right way with continuous monitoring of processes and structured coaching for everyone. You don't need another book about lean. What you need to learn is how to make process improvement your company's purpose. Like a serious athlete, you're warmed up. You know what lean is and how it can help your organization. Now it's time to perform. *Building the Fit Organization* is the next step to creating a company that can compete on the toughest of playing fields.

More than simply a vital collection development tool, this book can help librarians help young adults grow into the kind of independent readers and thinkers who will flourish at college.

In his sixty-five-year consulting career, Peter F. Drucker, widely regarded as the father of modern management, identified eight practices that can make any executive effective. Leadership is not about charisma or extroversion. It's about these practices:

Effective executives ask, “What needs to be done?” They also ask, “What is right for the enterprise?” They develop action plans. They take responsibility for decisions. They take responsibility for communicating. They focus on opportunities rather than problems. They run productive meetings. And they think and say “we” rather than “I.” Since 1922, Harvard Business Review has been a leading source of breakthrough ideas in management practice. The Harvard Business Review Classics series now offers you the opportunity to make these seminal pieces a part of your permanent management library. Each highly readable volume contains a groundbreaking idea that continues to shape best practices and inspire countless managers around the world. Ever dream of starting your own business? According to USA Today, more than 47 million people want to own their own businesses and over 20 million actually do. In *How to Make Big Money in Your Own Small Business*, bestselling business author Jeffrey Fox offers sound rules to succeeding in small business, whether you're running a bookstore, consulting business, or restaurant. In short chapters that range from administration and cash flow to marketing and hiring, Fox reminds entrepreneurs what's important and what's not, what makes a business succeed, and what causes it to fail.

Axiom Business Book Award Silver Medalist in Leadership • Soundview Best Business Book A “Highest Rated CEO” who has transformed his organization into a billion-dollar company and a “Top Place to Work” shows leaders how truly prioritizing employees isn't just good for employees—it's good for business. Imagine a company where everybody loves to work, where employees feel not just “satisfied” but truly cared for, respected, and energized. Think of the impact this would have on recruitment, retention, customer satisfaction, innovation, and overall performance. Aron Ain, the award-winning CEO of Kronos, a global provider of workforce management and human capital management cloud solutions, believes that anything is possible when people are inspired. By embracing employee development and engagement as a growth strategy, Ain transformed his company's culture and built a billion-dollar business. This book takes leaders and managers inside Kronos's highly admired WorkInspired culture, showing them the surprisingly simple rules to follow to replicate that success. Ain's inspiring guide reveals the best practices that have earned Kronos distinctions on coveted lists, such as Glassdoor's 100 Best Places to Work, Fortune's 100 Best Companies to Work For, Forbes's America's Best Employers, and the Boston Globe's Top Places to Work. These include over-communicating and truth-telling, trusting your people again and again, holding managers accountable for being great at what they do, allowing employees flexible schedules and open vacation time, challenging your people to put the company out of business with new and revolutionary ideas, and welcoming back boomerang employees. Many executives talk about how “their people are their greatest asset.” Ain challenges leaders to “walk the talk” and put people first, whether they oversee a team of five or an organization of 500,000. When they do, employees won't be the only ones who thank them. Customers and shareholders will, too.

Can a good company become a great one and, if so, how? After a five-year research project, Collins concludes that good to great can and does happen. In this book, he uncovers the underlying variables that enable any type of organization to The first of its kind—a Value Stream Mapping book written for those in service and office environments who need to streamline operations Value Stream Mapping is a practical, how-to guide that helps decision-makers improve value stream efficiency in virtually any setting, including construction, energy, financial service, government, healthcare, R&D, retail, and technology. It gives you the tools to address a wider range of important VSM issues than any other such book, including the psychology of change, leadership, creating teams, building consensus, and charter development. Karen Martin is principal consultant for Karen Martin & Associates, LLC, instructor for the University of California, San Diego's Lean Enterprise program, and industry advisor to the University of San Diego's Industrial and Systems Engineering program. Mike Osterling provides support and leadership to manufacturing and non-manufacturing organizations on their Lean Transformation Journey. In a continuous improvement leadership role for six years, Mike played a key role in Square D Company's lean transformation in the 1990s.

A practical approach to business transformation Fit for Growth* is a unique approach to business transformation that explicitly connects growth strategy with cost management and organization restructuring. Drawing on 70-plus years of strategy consulting experience and in-depth research, the experts at PwC's Strategy& lay out a winning framework that helps CEOs and senior executives transform their organizations for sustainable, profitable growth. This approach gives structure to strategy while promoting lasting change. Examples from Strategy&'s hundreds of clients illustrate successful transformation on the ground, and illuminate how senior and middle managers are able to take ownership and even thrive during difficult periods of transition. Throughout the Fit for Growth process, the focus is on maintaining consistent high-value performance while enabling fundamental change. Strategy& has helped major clients around the globe achieve significant and sustained results with its research-backed approach to restructuring and cost reduction. This book provides practical guidance for leveraging that expertise to make the choices that allow companies to: Achieve growth while reducing costs Manage transformation and transition productively Create lasting competitive advantage Deliver reliable, high-value performance Sustainable success is founded on efficiency and high performance. Companies are always looking to do more with less, but their efforts often work against them in the long run. Total business transformation requires total buy-in, and it entails a series of decisions that must not be made lightly. The Fit for Growth approach provides a clear strategy and practical framework for growth-oriented change, with expert guidance on getting it right.

*Fit for Growth is a registered service mark of PwC Strategy& Inc. in the United States

Offers four principles that can make an organization more effective and remove the chaos of performance improvements. What do successful organizations and smart leaders have in common? They deliver outstanding value to their stakeholders. Interviews with over 80 leading organizations in private, public and third sectors from all over the world have led Andrew Kakabadse to a fascinating insight: organizations where stakeholder engagement was highest were not those led by charismatic and visionary leaders, but by a culture of delivering outstanding value. Through his research, he found two different approaches at work. In strategy-led organizations, senior management has a clear notion of how value can be created and enacts a strategy to achieve it with the support of key managers and board members. Value-delivery-led organizations approach value creation differently. In these organizations, the leadership gathers evidence from internal and external stakeholders to determine the value the organization is delivering today and can deliver in the future. A strategy is then put in place to support those findings – and is deliberately exposed to challenges from stakeholders to create engagement. The Success Formula demonstrates how value-delivery-led organizations are outperforming their strategy-led counterparts and how the world's best organizations deliver value to their stakeholders, with examples drawn from Anglo American, Deutsche Bank, Citibank, Jaguar/Landrover, Microsoft, BMW and Alfa Bank. This authoritative guide shows leaders how to improve the way they gather meaningful evidence to create a value-delivery culture that maximizes the benefits for their organizations and stakeholders.

Greatness Redefined for the 21st Century Today's business climate is defined by speed, social technologies, and people's expectations of "values" besides value. As a result, leaders have to create an outstanding culture for all, no matter who they are or what they do for the organization. This groundbreaking book, from the creators of the gold-standard Fortune 100 Best Companies to Work For list, shows how it's done. Through inspiring stories and compelling research, the authors demonstrate that great places to work for all benefit the individuals working there and contribute to a better global society—even as they outperform in the stock market and grow revenue three times faster than less-inclusive rivals. This is a call to lead so that organizations develop every ounce of human potential.

A data-driven assessment of what enables some companies to outperform over the long term in spite of comparable constraints analyzes the practices of thousands of high- and low-performing companies over a 45-year period to reveal unique thinking habits and counterintuitive strategies.

MAKE YOUR COMPANY A FORCE FOR GOOD You're ambitious. You're not afraid to take risks. You want to bring about positive social change. And while your peers have left a trail of failed start-ups in their wake, you want to initiate change from within an established company, where you can have a more far-reaching, even global impact. Welcome to the club—you're a social intrapreneur. But even with your enviable skill set, your unwavering social conscience, and your determination to change the world, your path to success is filled with challenges. So how do you get started and maintain your momentum? *Changing Your Company from the Inside Out* provides the tools to empower you to jump-start initiatives that matter to you—and that should matter to your company. Drawing on lessons from social movements as well as on the work of successful intrapreneurs, Gerald Davis and Christopher White provide you with a guide for creating positive social change from within your own organization. You'll learn how to answer four key questions: • When is the right time for change? Learn how to read your organization's climate. • Why is this a compelling change? Use language and stories to connect your initiative to your organization's mission, strategy, and values. • Who will make this innovation possible? Identify the decision makers you need to persuade and the potential resisters you need to steer around. • How can you mobilize your supporters to collaborate on your innovation? Use the online and offline tools and platforms that best support your initiative. This book is a road map for intrapreneurs seeking to reshape their companies into drivers of positive change. If you want to spearhead social innovation from within your company, use this book as your guide.

"Outstanding! hits the nail on the head in every way: Practical content, terrific stories, and an easy read. Miller has provided a road map for organizations to become exceptional--just follow the path laid out. Definitely a must read!" --Dave Ramsey, author of *Total Money Makeover* and host of *The Dave Ramsey Show* Every day outstanding organizations do things and promote values that ensure they will retain customers, grow revenues, increase market share, and build their reputations. People in these organizations hold values and take actions-- individually and collectively--that are not always easy or obvious but are fundamentally powerful. Informed by his own commitment to the concept of personal accountability and enlivened by compelling true stories from exceptional organizations, in this insightful and accessible book John Miller identifies the principles and behaviors that distinguish such organizations from the pack and provides readers with ways to integrate them into their own work. With its pithy entries that carry significant impact, *Outstanding* is by turns a playbook, a guide, and an inspiration. It is filled with practical ideas that can--and should--be used every single day by individuals and teams from the boardroom to the stockroom for creating a distinguished organization with which customers and stakeholders will want to work.

Metrics-Based Process Mapping (MBPM) is a tactical-level, visual mapping approach that enables improvement teams to make effective, data-based decisions regarding waste elimination and measure ongoing process performance. The mapping technique, often used to drill down from a value stream map, integrates the functional orientation of traditional swim-lane process maps with time and quality metrics that are essential for designing improved processes. Building on the success of its popular predecessor, *Metrics-Based Process Mapping: An Excel-Based Solution*, this book takes readers to the next level in understanding processes and process improvement. Included with the book is an interactive macro-driven Excel tool, which allows users to electronically capture their current and future state maps. The tool also audits the maps for completeness, summarizes the metrics, and auto-calculates the improvements. Improvements to this version include: Foundational content about processes—what they are and how they vary A description of the difference between value-stream and process-level maps New content about how to bridge the gap between your current state and your desired future state Tips for effective team formation and mapping facilitation An implementation plan for those using the mapping methodology as a standalone tool and not part of a Kaizen Event The Excel-based tool included on the accompanying CD provides readers with a user-friendly way to electronically archive manually created maps in team settings for easier storage and distribution across your entire organization. While current and future state MBPMs are initially created during team-based activities using butcher paper and post-its, the electronic maps serve as standard work documentation for the improved process, enabling training, communication, and process monitoring activities. This flexible, user-friendly tool includes: A custom toolbar that simplifies map creation and editing Automated calculation of key metrics An audit feature to prevent mapping errors The ability to simulate how improvements will impact staffing requirements System Requirements: The tool is intended for use on PCs using Excel 2003 or later—it will NOT function with earlier versions of Excel, or on Macintosh computers. View a demo of the Excel tool at: www.mbpmapping.com

Kaizen Events are an effective way to train organizations to break unproductive habits and adopt a continuous improvement philosophy while, at the same time, achieve breakthrough performance-level results. Through Kaizen Events, cross-functional teams learn how to make improvements in a methodological way. They learn how to quickly study a process,

Regarded as one of the most influential management books of all time, this fourth edition of *Leadership and Organizational Culture* transforms the abstract concept of culture into a tool that can be used to better shape the dynamics of organization and change. This updated edition focuses on today's business realities. Edgar Schein draws on a wide range of contemporary research to redefine culture and demonstrate the crucial role leaders play in successfully applying the principles of culture to achieve their organizational goals.

Winner of the Shingo Publication Award Accelerate your organization to win in the marketplace. How can we apply technology to drive business value? For years, we've been told that the performance of software delivery teams doesn't matter?that it can't provide a competitive advantage to our companies. Through four years of groundbreaking research to include data collected from the State of DevOps reports conducted with Puppet, Dr. Nicole Forsgren, Jez Humble, and Gene Kim set out to find a way to measure software delivery performance?and what drives it?using rigorous statistical methods. This book presents both the findings and the science behind that research, making the information accessible for readers to apply in their own organizations. Readers will discover how to measure the performance of their teams, and what capabilities they should invest in to drive higher performance. This book is ideal for management at every level.

Award-winning business performance improvement and Lean management expert Karen Martin diagnoses a ubiquitous business

Read Free The Outstanding Organization Generate Business Results By Eliminating Chaos And Building The Foundation For Everyday Excellence

management and leadership problem—the lack of clarity—and outlines specific actions to dramatically improve organizational performance. Through her global consulting projects, keynote speeches, and work with thousands of leaders, Karen has seen first-hand how a pervasive lack of clarity strangles business performance and erodes employee engagement. Ambiguity is the corporate default state, a condition so prevalent that “tolerance for ambiguity” has become a clichéd job requirement. It doesn’t have to be this way. In *Clarity First*, Karen provides methods and insights for achieving clarity to unleash potential, innovate at higher levels, and solve the problems that matter to deliver outstanding business results. Both a visionary road map and practical guide, this book will help leaders:

- Identify and communicate the organization’s true purpose
- Set achievable priorities
- Deliver greater customer value through more efficient processes
- Provide greater transparency about true versus assumed performance
- Build strong problem-solving and critical thinking capabilities throughout the organization
- Develop personal clarity to be a more direct, purposeful, and successful leader

Eliminating ambiguity is the first step for leaders and organizations to achieve strategic goals. Learn how to gain the clarity needed to make better decisions, lead more effectively, and boost organizational performance. When it comes to leading an outstanding organization, every great leader needs *Clarity First*.

Winner of a 2013 Small Business Book Award for Economics The world is more overwhelming than ever before. Our work is deeper and more demanding than ever. Our businesses are more complicated and difficult to manage than ever. Our economy is more uncertain than ever. Our resources are scarcer than ever. There is endless choice and feature overkill in all but the best experiences. Everybody knows everything about us. The simple life is a thing of the past. Everywhere, there's too much of the wrong stuff and not enough of the right. The noise is deafening, the signal weak. Everything is too complicated and time-sucking. Welcome to the age of excess everything. Success in this new age looks different and demands a new skill: Subtraction. Subtraction is defined simply as the art of removing anything excessive, confusing, wasteful, unnatural, hazardous, hard to use, or ugly . . . or the discipline to refrain from adding it in the first place. And if subtraction is the new skill to be acquired, we need a guide to developing it. Enter *The Laws of Subtraction*. Through a dozen of the most compelling stories of breakthrough innovation culled from 2,000 cases and bolstered by uniquely personal essays contributed by over 50 of the most creative minds in business today, *The Laws of Subtraction* outlines six simple rules for winning in the age of excess everything, and delivers a single yet powerful idea: When you remove just the right things in just the right way, something very good happens. *The Laws of Subtraction* features contributions by over 50 highly regarded thinkers, creatives, and executives. On Law #1: What Isn't There Can Often Trump What Is "When you reduce the number of doors that someone can walk through, more people walk through the one that you want them to walk through." -- SCOTT BELSKY, founder and CEO of Behance and author of *Making Ideas Happen* On Law #2: The Simplest Rules Create the Most Effective Experience "Keeping it simple isn't easy. By exploiting subtraction in innovation, we've been able to create an environment of freedom and creativity that allows us to thrive." -- BRAD SMITH, CEO, Intuit On Law #3: Limiting Information Engages the Imagination "Subtraction can mean the difference between a highly persuasive presentation and a long, convoluted, and confusing one. Why say more when you can say less?" -- CARMINE GALLO, author of *The Apple Experience* On Law #4: Creativity Thrives Under Intelligent Constraints "Here's the key to the conundrum for managers who want to stoke the innovation fire: That close cousin of scarcity, constraint, can indeed foster creativity." -- TERESA AMABILE, author of *The Progress Principle* On Law #5: Break Is the Important Part of Breakthrough "If you kill the butterflies in your stomach, you'll kill the dream. Embrace the feeling. Save the butterflies." -- JONATHAN FIELDS, author of *Uncertainty* On Law #6: Doing Something Isn't Always Better Than Doing Nothing "When we're faced with the greatest odds against us, often we need to edit rather than add." -- CHIP CONLEY, cofounder of Joie de Vivre Hospitality and author of *Emotional Equations*

Transform your organization with speed and efficiency using this insightful new resource Incremental improvement is no longer sufficient in helping organizations navigate the complexity, uncertainty and volatility of today’s world. In *Change: How Organizations Achieve Hard-to-Imagine Results in Uncertain and Volatile Times*, authors John P. Kotter, Vanessa Akhtar, and Gaurav Gupta explore how to create non-linear, dramatic change in your organization. You’ll discover the emerging science of change that teaches us about how to build organizations – from businesses to governments – that change and adapt rapidly. In *Change* you’ll discover: Why the ability of organizations to deal with threats and take advantage of opportunities in the face of ever greater complexity and uncertainty is being severely challenged In-depth, evidence-based, actionable solutions for dealing with institutional resistance to change Case studies and success stories that describe organizations who have successfully built the ability to change quickly into their DNA A universal approach for how to dramatically improve outcomes from various change efforts, including: strategy execution, digital transformation, restructuring, and more Perfect for managers, executives, and leaders at companies of all types and sizes, *Change* will also prove to be a valuable asset to other professionals who serve these organizations. This book is for anyone seeking a proven approach for delivering fast, sustainable and comprehensive results.

Customer Experience (CE) is becoming seen as a key component of business strategy, yet knowing the practical steps of what to do can be tricky. The *Customer Experience Book* helps you understand where you are now, what to do, and how to improve for your business. From Customer Journey Mapping to using Big Data, this is the ultimate Customer Experience manual for businesses, whatever the size of your company. Split into two parts, you’ll discover:

- Why customer experience is so important in business – and how it applies to you
- How to use customer experience tools in your business – step by step guides on how to use CX metrics and how to learn from them

Alongside the theory and practical how-to guidance, there will be a range of examples of ‘thinking differently’ about everyday situations to engage the reader. Plus, with case studies from International Companies, readers will discover not only what works well but also the hard lessons they have learned. The *Customer Experience Book* shows you how to understand, measure and improve customer experience in your business, whatever your level.

The long-awaited follow-up to the international bestsellers, *Business Model Generation* and *Value Proposition Design* Alex Osterwalder and Yves Pigneurs’ *Business Model Canvas* changed the way the world creates and plans new business models. It has been used by corporations and startups and consultants around the world and is taught in hundreds of universities. After years of researching how the world’s best companies develop, test, and scale new business models, the authors have produced their definitive work. *The Invincible Company* explains what every organization can learn from the business models of the world’s most exciting companies. The book explains how companies such as Amazon, IKEA, Airbnb, Microsoft, and Logitech, have been able to create immensely successful businesses and disrupt entire industries. At the core of these successes are not just great products and services, but profitable, innovative business models--and the ability to improve existing business models while consistently launching new ones. *The Invincible Company* presents practical new tools for measuring, managing, and accelerating innovation, and strategies for reducing risk when launching new business models. Serving as a blueprint for your growth strategy, *The Invincible Company* explains how to constantly stay ahead of your competition. In-depth chapters explain how to create new growth engines, change how products and services are created and delivered, extract maximum profit from each type of business model, and much more. New tools—such as the Business Model Portfolio Map, Innovation Metrics, Innovation Strategy Framework, and the Culture Map—enable readers to understand how to design invincible companies. *The Invincible Company*: ? Helps large and small companies build their growth strategy and manage their core simultaneously ? Explains the world's best modern and historic business models ? Provides tools to assess your business model, innovation readiness, and all of your innovation projects Presented in striking 4-color, and packed with practical visuals and tools, *The Invincible Company* is a must-have book for business leaders, entrepreneurs, and innovation professionals.

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