

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

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The Outstanding Organization: Generate Business Results by ...
Reading Karen Martin's book, The Outstanding Organization: Generate Business Results by Eliminating Chaos and Building the Foundation for Everyday Excellence gave me hope that outstandingness -- for any organization -- is an attainable, achievable goal. Karen's focus on the importance of building a strong foundation instantly captured my attention.

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The Outstanding Organization: Generate Business Results by Eliminating Chaos and Building the Foundation for Everyday Excellence Author: Karen Martin ISBN number: 9780071782371

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The Outstanding Organization:Generate Business Results
The Outstanding Organization: Generate Business Results by Eliminating Chaos and Building the Foundation for Everyday Excellence. Published: June 2012 ISBN: 0071782370 e-ISBN: 0071782389.

The Outstanding Organization: Generate Business Results by ...
The Outstanding Organization is a must read for all middle and upper managers that want to gain insights into the various quality methods and improvement tools available to their organization. I want to reread this book over and over again until its pages are dog-eared and my memory extracts every bit of its wisdom.

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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.

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The Outstanding Organization: Generate Business Results by ...
"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

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 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

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

Offers four principles that can make an organization more effective and remove the chaos of performance improvements.

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?

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 formula 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.

Every day, millions of employees watch their leaders sabotage themselves. They watch, they learn, and then they do it, too. Next thing you know, everyone's lost motivation, and nobody takes ownership. That's how organizations fail. This book will help you break the vicious cycle of self-handicapping leadership in your organization, stop the excuses, and unleash all the performance your team is capable of delivering. Phil and Jordan reveal how and why people handicap themselves even when they know better. Next, they offer real solutions from their own pioneering research and consulting. You'll find practical ways to strengthen accountability and self-awareness, recognize the "big picture," improve decision-making, deepen trust and engagement, develop talent, escape micromanagement, and focus relentlessly on outcomes. Your colleagues can be far more effective, and so can you. In fact, it starts with you—right here, right now, with this book. Many leaders inadvertently create cultures of failure. They model and promote "selfhandicapping" actions, where people withdraw effort or create new problems, in order to maintain their own self-images of competence. Self-Handicapping Leadership shines the spotlight on this widespread and destructive phenomenon and presents real action plans for overcoming it.

Offers advice on how to lead an organization into change, including establishing a sense of urgency, developing a vision and strategy, and generating short-term wins.

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

Hubo una vez una compañía de éxito que creció gracias a la energía de su fundador, una persona creativa e ingeniosa, pero que insistió en tomar la mayoría de las decisiones estratégicas. Casi toda la información corporativa fluía hacia, desde y a través de él, siendo el centro del que provenía a la autoridad para actuar. Así, cuando hubo que sustituirlo, la empresa entró en una espiral negativa que marcó el inicio de su desaparición, ya que no había una cultura de liderazgo compartida, sino un único líder que trazaba el camino. Los líderes van y vienen, pero una sólida marca de liderazgo corporativo es el oxígeno que renueva el ambiente de la organización y ofrece resultados de valor perdurables en el tiempo, que aumentan la satisfacción de clientes, empleados e inversores. Entre en el apasionante mundo del liderazgo de la mano de Dave Ulrich y Norm Smallwood y conozca las seis etapas clave para incorporar el liderazgo como capacidad organizativa para generar confianza y credibilidad en sus públicos internos y externos.

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