The High Velocity Edge How Market Leaders Leverage Operational Excellence To Beat The Competition

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The Business Book - DK
2014-12-19
You can achieve your business dream. Beat the odds as you learn from the best - including

Henry Ford, Steve Jobs, and Bill Gates - and turn your idea into an amazing and profitable enterprise. The Business Book helps you over the hurdles

facing every new business, such as finding a gap in the market, securing finance, employing people, and creating an eye-catching brand. It is a plain-speaking visual guide to 80 of the most important commerce theories including chaos theory, critical path analysis, market mapping, and the MABA matrix. Its graphics and flow diagrams demystify complicated concepts and explain the ideas of seminal business thinkers, such as Malcolm Gladwell's "tipping point" or Michael Porter's "five forces". It shows that you can succeed with stories of rags-to-riches entrepreneurs, including the founders of Hewlett-Packard, who began their global enterprise from their garage. Whether you are a student, a CEO, or a would-be entrepreneur, The Business Book will inspire you and put you on the inside track to making your goal a reality. Series Overview: Big Ideas Simply Explained series uses creative design and innovative graphics along with straightforward and engaging writing to make complex subjects easier to understand. With over 7 million copies worldwide sold to date, these award-winning books provide just the information needed for students, families, or anyone interested in concise, thought-provoking refreshers on a single subject.

The Elusive Fan: Reinventing Sports in a Crowded Marketplace - Ben Ryan Shields 2006-07-14 Sports are a multibillion-dollar global business that will continue to grow by leaps and bounds into the foreseeable future. The bad news is: It's never been harder to attract, engage, and retain the sports fan. Today's sports fans are bombarded by choices. Traditional sports, such as baseball, football, and basketball, compete for fans' dollars with snowboarding, lacrosse, poker...even paintball. The old business formulas, developed in the age of three TV networks and creaky stadiums, no longer apply. World-renowned communication expert Irving

Rein, international marketing guru Philip Kotler, and communication specialist Ben Shields deliver an innovative new business model centered squarely on fan satisfaction and retention. They give you the tools to transform your sports product into an enduring brand-immune to the vagaries of winning and losing-that quickly adapts to changing market conditions. Along the way they illustrate their points with fascinating case studies, including Manchester United's transformation from a plucky home team to a billion-dollar international franchise Professional golf phenomenon Michelle Wie's quest to maximize her talents and marketability Southlake Carroll High School football team's benchmarking of professional and college football programs to build its own brand Daytona International Speedway's reinvention of fan intimacy Combining expert analysis with field-tested strategies for winning hearts and minds, The Elusive Fan is your guide to surviving and thriving in today's ever-widening world of sports.

Strategic Decisions - Vassilis Papadakis 2012-12-06 Over the past ten years, there has been growing interest in the process of strategic decision-making among both managers and researchers. Strategic decisions are important for five main reasons: They are large-scale, risky and hard to reverse; they are a bridge between deliberate and emerging strategies; they can be a major source of organizational learning; they play an important part in the development of individual managers and they cut accross functions and academic disciplines. Strategic Decisions summarizes the current state of the art in research on strategic decision-making, with chapters prepared by leading strategy researchers. The editors also present implications for current application and proposed directions for future research. *Chasing the Rabbit: How Market Leaders Outdistance*

the Competition and How Great Companies Can Catch Up and Win, Foreword by Clay Christensen - Steven Spear 2008-09-21 Spear's reputation as a thought leader is recognized by elite media, publications, and conferences including Harvard Business Review, The New York Times, Boston Globe, Bloomberg Business Radio, the Shingo Prize, and the Association for Manufacturing Excellence The pioneering insights in Chasing the Rabbit are based on original thinking in the tradition of Jim Collins, C.K. Prahalad, Clayton Christensen, and Michael Porter. Spear is one of the most astute business thinkers and prolific writers to emerge in the recent past; his Harvard Business Review articles are among its most popular reprints. Spear is a four-time Shingo Prize winner and a winner of the McKinsey Award Includes examples from global market leaders including Toyota, Vanguard, Southwest Airlines, Massachusetts General Hospital, and Alcoa

Competitive Advantage - Michael E. Porter 2008-06-30 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 Fourth Industrial Revolution - Klaus Schwab 2017-01-03
World-renowned economist Klaus Schwab, Founder and Executive Chairman of the World Economic Forum, explains that we have an opportunity to shape the fourth industrial revolution, which will fundamentally alter how we live and work. Schwab argues that this revolution is different in scale, scope and complexity from any that have come before. Characterized by a range of new technologies that are fusing the physical, digital and biological worlds, the developments are affecting all disciplines, economies, industries and governments, and even challenging ideas about what it means to be human. Artificial intelligence is already all around us, from supercomputers, drones and virtual assistants to 3D printing, DNA sequencing,

smart thermostats, wearable sensors and microchips smaller than a grain of sand. But this is just the beginning: nanomaterials 200 times stronger than steel and a million times thinner than a strand of hair and the first transplant of a 3D printed liver are already in development. Imagine "smart factories" in which global systems of manu-facturing are coordinated virtually, or implantable mobile phones made of biosynthetic materials. The fourth industrial revolution, says Schwab, is more significant, and its ramifications more profound, than in any prior period of human history. He outlines the key technologies driving this revolution and discusses the major impacts expected on government, business, civil society and individuals. Schwab also offers bold ideas on how to harness these changes and shape a better future—one in which technology empowers people rather than replaces them; progress serves society rather than disrupts it; and in which innovators respect moral and ethical boundaries rather than cross them. We all have the opportunity to contribute to developing new frameworks that advance progress.

The Unicorn Project - Gene Kim 2019-11-26
The Phoenix Project wowed over a half-million readers. Now comes the Wall Street Journal Bestselling The Unicorn Project! "The Unicorn Project is amazing, and I loved it 100 times more than The Phoenix Project…"—FERNANDO CORNAGO, Senior Director Platform Engineering, Adidas "Gene Kim does a masterful job of showing how … the efforts of many create lasting business advantages for all."—DR. STEVEN SPEAR, author of The High-Velocity Edge, Sr. Lecturer at MIT, and principal of HVE LLC. "The Unicorn Project is so clever, so good, so crazy enlightening!"––CORNELIA DAVIS, Vice President Of Technology at Pivotal Software, Inc., Author of Cloud Native Patterns This highly

anticipated follow-up to the bestselling title The Phoenix Project takes another look at Parts Unlimited, this time from the perspective of software development. In The Unicorn Project, we follow Maxine, a senior lead developer and architect, as she is exiled to the Phoenix Project, to the horror of her friends and colleagues, as punishment for contributing to a payroll outage. She tries to survive in what feels like a heartless and uncaring bureaucracy and to work within a system where no one can get anything done without endless committees, paperwork, and approvals. One day, she is approached by a ragtag bunch of misfits who say they want to overthrow the existing order, to liberate developers, to bring joy back to technology work, and to enable the business to win in a time of digital disruption. To her surprise, she finds herself drawn ever further into this movement, eventually becoming one of the leaders of the Rebellion, which puts her in the crosshairs of some familiar and very dangerous enemies. The Age of Software is here, and another mass extinction event looms—this is a story about rebel developers and business leaders working together, racing against time to innovate, survive, and thrive in a time of unprecedented uncertainty...and opportunity. "The Unicorn Project provides insanely useful insights on how to improve your technology business."—DOMINICA DEGRANDIS, author of Making Work Visible and Director of Digital Transformation at Tasktop ——— "My goal in writing The Unicorn Project was to explore and reveal the necessary but invisible structures required to make developers (and all engineers) productive, and reveal the devastating effects of technical debt and complexity. I hope this book can create common ground for technology and business leaders to leave the past behind, and co-create a better future together."—Gene Kim, November 2019

The Secret Behind the Success of Toyota - Takao

Sakai 2018-03-03
Toyo Keizai Business Book Japan #1 best seller"Shusa" is the president of his product and the corporate president takes the role of helping all the Shusas" -- Eiji ToyodaThe Secret Behind the Success of Toyota: How the Original Chief Engineer System Works to Generate Most of the Product Value and Profit" is the first book ever written about genuine Toyota Product Development System based on the "Shusa" system (currently referred the Chief Engineer system) which dates back to 1953. The substance of the book is based on extensive research and interviews with former Toyota executives from the Product Engineering Division and Information System Division, who took charge of different elements of vehicles such as the chassis, power train, electrical & electric, etc., as well as the author's profound experience in management consultancy. Whilst the dominant public wrongly considers the Toyota production System (TPS) as the source of the competitive edge, today Toyota generates more than 95% of the product value and profit as its product development stage. This book describes, for the first time ever, the TPD as essential functions of the company as the heart and brain of the human organism. It also sheds light on the combination of TPD and TPS, i.e., total Toyota management system.-- From Preface to the Japanese versionCompanies once used to be model of "Japan, Inc." have lost their power in global market in 2 decades.Then why, among them, is it that only Toyota, global company and its group keiretsu companies are still so strong in the world tough competition still today? What is its secret in generating such revenue and profit? If we ask this question, many would answer it is the Toyota Production System (TPS) of Kanban, and Kaizen, or its strong sales force. As a matter of fact, these replies, however, are now of course wrong, or I can say, they are complete mistakes today. Concept and

techniques of TPS are quite common these days in the world as well as in Japan. Combination of TPS and Gemba QC style of management is called "Lean" outside of Japan and research and it has already been in practice more than 20 years. Some time has passed now since the US and other countries started to watch the "secret of the strength of Toyota" with the conception that bringing that system into their own operations is one of the most important factor in winning the global market. However, you may notice that no manufacturing companies who studied and applied Toyota way or "Lean" has not achieved the same high level result as Toyota yet. This book aims to clarify the total system of how Toyota, "the largest global corporation in Japan that even most Japanese hardly know about," plans, designs, manufactures, and sells products that meet the world-wide customers' needs.

The Future of Leadership Development - Susan E.

Murphy 2003
First Published in 2003. Routledge is an imprint of Taylor & Francis, an informa company.

High Velocity Hiring: How to Hire Top Talent in an Instant - Scott Wintrip 2017-04-07
Win the war for talent by building an army of ready-to-deploy candidates An employee leaves and you post the open position. Resumes trickle in. You interview a few candidates. No one fits the bill. The next thing you know, three months have passed and that desk is still empty . . . Nothing drives business success like a staff of talented, productive employees. So why accept a hiring process that fails you time and time again? Well, there's one person who doesn't: Scott Wintrip. And in High-Velocity Hiring, he provides the tools and systems for creating a hiring process designed for today's fast-paced, talent-deficient landscape. Using the proven methods Wintrip has applied at some of today's more forward-thinking

companies, you'll hire top employees faster—and smarter. High-Velocity Hiring replaces the old, worn-out way of hiring with the simple but revolutionary approach of actively cultivating top talent before positions open. The old way is slow and inefficient. Wintrip's way is dynamic and proven-effective. You'll enrich and maintain a flow of high-quality candidates, harness this flow by identifying the most talented people, and channel it into a pool of ready-to-hire prospective employees. More than ever, hiring the best people requires foresight, planning, alertness, and decisive action. With High-Velocity Hiring, you have everything you need to seize the high-ground in the war for talent and maintain it for long-term growth and profitability.

Move to the Edge, Declare it Center - Everett Harper 2022-03-15 Lead your organizations, solve problems, and sustain your company's growth with effective practices for complex, uncertain, and unpredictable environments In Move to the Edge, Declare it Center, CEO, entrepreneur, and strategist Everett Harper delivers a powerful and pragmatic take on solving complex problems by, and making decisions through, uncertainty. You'll learn to discover insights quickly by experimenting, iterating, then building infrastructure to sustain your innovations in your teams and organizations. The author demonstrates a set of practices, processes, and infrastructure that addresses complex problems alongside a set of methods to systematize, scale, and share best practices throughout an organization. In the book, the author offers a new framework for leadership that's perfectly suited to an increasingly volatile, uncertain, and unpredictable world. You'll also get: Effective ways to make decisions in situations without complete information Strategies for sustaining your team through highly uncertain times Techniques for managing personal anxiety—a key leadership skill for the next

decade Case studies of World Central Kitchen, COVID public health policymakers, and California wildfire responders illustrate the framework, while pragmatic playbooks about salary transparency, remote work, and diversity and inclusion will help leaders apply the framework in their own organizations. The author shares personal stories and winning strategies that help leaders maintain high performance, avoid burnout, and enable companies to thrive. Move to the Edge, Declare it Center is perfect for business leaders facing complex problems that require immediate decisions in the face of uncertain outcomes. It's also a must-read for anyone interested in modern leadership and looking for a way to help them make solid decisions with incomplete information.

Hacking Sales - Max Altschuler 2016-05-16
Stay ahead of the sales evolution with a more efficient approach to everything Hacking Sales helps you transform your sales process using the next generation of tools, tactics and strategies. Author Max Altschuler has dedicated his business to helping companies build modern, efficient, high tech sales processes that generate more revenue while using fewer resources. In this book, he shows you the most effective changes you can make, starting today, to evolve your sales and continually raise the bar. You'll walk through the entire sales process from start to finish, learning critical hacks every step of the way. Find and capture your lowest-hanging fruit at the top of the funnel, build massive lead lists using ICP and TAM, utilize multiple prospecting strategies, perfect your follow-ups, nurture leads, outsource where advantageous, and much more. Build, refine, and enhance your pipeline over time, close deals faster, and use the right tools for the job—this book is your roadmap to fast and efficient revenue growth. Without a reliable process, you're disjointed,

disorganized, and ultimately, underperforming. Whether you're building a sales process from scratch or looking to become your company's rock star, this book shows you how to make it happen. Identify your Ideal Customer and your Total Addressable Market Build massive lead lists and properly target your campaigns Learn effective hacks for messaging and social media outreach Overcome customer objections before they happen The economy is evolving, the customer is evolving, and sales itself is evolving. Forty percent of the Fortune 500 from the year 2000 were absent from the Fortune 500 in the year 2015, precisely because they failed to evolve. Today's sales environment is very much a "keep up or get left behind" paradigm, but you need to do better to excel. Hacking Sales shows you how to get ahead of everyone else with focused effort and the most effective approach to modern sales.
The Four Pillars of High Performance - Paul C. Light 2005-01-04

How to stay on course and achieve extraordinary performance in a sea of change In today's change-or-die business environment, companies that achieve the highest levels of performance are "robust organizations"-- those that adapt quickly and without losing their strategic direction. Distilling decades of research conducted by Rand, one of the nation's most respected business think tanks, The Four Pillars of High Performance explores the strategies to truly manage change. Using examples, author Paul C. Light extracts powerful lessons for managers and executives, and he provides readers with: Never-before-published research by Rand on the shared traits of the highest-performing companies Cutting-edge techniques for improving performance across an organization Valuable insights into the five major attributes of agility, alignment, metrics, incentives, and impact Case studies and vignettes drawn from the experiences of

industry leaders in every sector
Execution - Larry Bossidy
2009-11-10
#1 NEW YORK TIMES
BESTSELLER • More than two
million copies in print! The
premier resource for how to
deliver results in an uncertain
world, whether you're running
an entire company or in your
first management job. "A must-
read for anyone who cares
about business."—The New
York Times When Execution
was first published, it changed
the way we did our jobs by
focusing on the critical
importance of "the discipline of
execution": the ability to make
the final leap to success by
actually getting things done.
Larry Bossidy and Ram Charan
now reframe their empowering
message for a world in which
the old rules have been
shattered, radical change is
becoming routine, and the
ability to execute is more
important than ever. Now and
for the foreseeable future: •
Growth will be slower. But the
company that executes well
will have the confidence,
speed, and resources to move
fast as new opportunities
emerge. • Competition will be
fiercer, with companies
searching for any possible
advantage in every area from
products and technologies to
location and management. •
Governments will take on new
roles in their national
economies, some as partners to
business, others imposing
constraints. Companies that
execute well will be more
attractive to government
entities as partners and
suppliers and better prepared
to adapt to a new wave of
regulation. • Risk management
will become a top priority for
every leader. Execution gives
you an edge in detecting new
internal and external threats
and in weathering crises that
can never be fully predicted.
Execution shows how to link
together people, strategy, and
operations, the three core
processes of every business.
Leading these processes is the
real job of running a business,
not formulating a "vision" and
leaving the work of carrying it
out to others. Bossidy and
Charan show the importance of

being deeply and passionately engaged in an organization and why robust dialogues about people, strategy, and operations result in a business based on intellectual honesty and realism. With paradigmatic case histories from the real world—including examples like the diverging paths taken by Jamie Dimon at JPMorgan Chase and Charles Prince at Citigroup—Execution provides the realistic and hard-nosed approach to business success that could come only from authors as accomplished and insightful as Bossidy and Charan.

Agile Conversations - Douglas Squirrel 2020-05-12 A successful digital transformation must start with a conversational transformation. Today, software organizations are transforming the way work gets done through practices like Agile, Lean, and DevOps. But as commonly implemented as these methods are, many transformations still fail, largely because the organization misses a critical step: transforming their culture and the way people communicate. Agile Conversations brings a practical, step-by-step guide to using the human power of conversation to build effective, high-performing teams to achieve truly Agile results. Consultants Douglas Squirrel and Jeffrey Fredrick show readers how to utilize the Five Conversations to help teams build trust, alleviate fear, answer the "whys," define commitments, and hold everyone accountable.These five conversations give teams everything they need to reach peak performance, and they are exactly what's missing from too many teams today. Stop focusing on processes and practices that leave your organization stuck with culture-less rituals. Instead, unleash the unique human power of conversation.

Future-Ready Leadership: Strategies for the Fourth Industrial Revolution - Chris R. Groscurth 2018-08-09 Provides executive leadership teams with the information,

tools, and advice they need to lead their organizations into the "future of work," characterized by transformative, smart, and connected technologies already under way, including artificial intelligence, the internet of things, and automation. • Fully unpacks what 4IR and the rise of new industries will require from leaders • Illuminates the central role played by behavioral economics in the 4IR era, rather than just the macroeconomic implications for society of the convergence of the megatrends under way • Introduces tools for helping leaders to prepare themselves and assess their organization's readiness for managing high-velocity change • Provides a roadmap for rethinking how learning and development are fostered in "always-on" learning organizations of the future • Clarifies the critical role of public-private collaborations in meeting the development needs of the future of work • Introduces discernment as a strategy for managing future-of-work

ethical decisions that inevitably accompany the integration of AI in the work force
Edge Strategy - Alan Lewis 2015-12-29
Are you missing opportunities for growth that are right in front of you? In today's volatile economic environment, filled with uncertainty and sudden change, the forces pushing you to stay focused on the core business are extremely powerful. Profiting from the core is crucial, but the danger is that overfocus on the core can blind companies. Scanning the horizon for new markets and new products can also be tempting, but risky. Fixating too much on either strategy can cause you to miss the substantial opportunities for growth that are often hidden in plain sight, at the edge of the core business. In this insightful yet practical book, strategy experts Alan Lewis and Dan McKone articulate a mindset that helps leaders recognize and capitalize on these opportunities. The Edge Strategy framework challenges how the boundaries of your

existing products and services map to your customers' views of the world and then provides three different lenses through which you can see and leverage value: • Product edge. How to capture incremental profits and other benefits by slightly altering the elements and composition of a core offering • Journey edge. How to create and capture extra value by adjusting your role in supporting the customer's journey to and through your offering • Enterprise edge. How to unlock additional value from resources and capabilities that support your core offering by applying them in a different context, for a different offering or different set of customers With engaging examples across many industries, Lewis and McKone coach you on how to identify and assess each of the different "edges" and then provide concrete insights and advice on applying edge strategy and tactics to use in specific business contexts. The book concludes with a ten-step process to help executives and managers find and leverage the edges in their own companies. Edge Strategy is the concise, hands-on guide for growing your business by getting more yield from assets already in place, relationships already established, and investments already made.
High Velocity Business Operations - Yemmanur Jayachandra 2020-08-13 This Element deals with the know-how and show-how to accomplish high velocity business operations. The basis of these operations is real-time data and low latency processing. Relevant applications are pervasive due to the emerging technologies of IoT, 5G, AI and data analytics. This Element explores theories and methods of configuring, formulating and implementing high velocity business operations with properly designed and developed platforms and processes. Current mobile transformation is enabling the unwiring of businesses, de-territorializing them, and creating more opportunities for these operations. High velocity

business processes increase throughput and efficiency, offering first-mover advantage. They also provide location-independence due to use of mobile platforms and devices (smartphones, tablets and wearables). This Element present mobility as a critical attribute of high velocity business operations, taking advantage of world-wide resources and expertise with well-designed mobile platforms and their data.

The Ethics of Management - LaRue Tone Hosmer 2011 The Ethics of Management: A Multidisciplinary Approach combines economic outcomes, legal requirements, and ethical principles to provide an explicit three-part framework to analyze problems faced by today's businesses.

refabricating ARCHITECTURE - Stephen Kieran 2003-12-02 This thought-provoking book presents a compelling argument for moving architecture from a part-by-part, linear approach to an integrated one that brings together technology, materials, and production methods. Using examples from several industries that have successfully made the change to an integrated component approach, these visionary authors lay the groundwork for a dramatic and much-needed change in the building industry. * Packed with graphics that illustrate how and why change is needed * Examples from the auto, shipbuilding, and aerospace industries illustrating how to improve quality while saving time and money * Redefines the roles of architects, materials scientists, process engineers, and contractors

Operational Excellence - James William Martin 2021-01-27 Operational Excellence, Second Edition – Breakthrough Strategies for Improving Customer Experience and Productivity brings together leading-edge tools, methods, and concepts to provide process improvement experts a reference to improve their organization's quality, productivity, and customer service operations. Its major

topics include alignment of strategy to the design of supporting systems to meet customer expectations, manage capacity, and improve performance. It provides a concise and practical reference for operational excellence. Its fourteen chapters lead a reader through the latest tools, methods, and concepts currently used to capture "voice of" customers, partners, and other stakeholders, new strategies for the application of Lean, Six Sigma, as well as product and service design across diverse industries, including manufacturing to financial services. This book operates from three premises: Organizations can increase competitiveness in an era of globalization through the application of "voice-of" applications, Design Thinking, the integration of the Information Technology Ecosystem's new tools and methods integrated with proven Lean and Six Sigma applications Operational performance correlates to an organization's financial, operational, and resultant productivity, as well as with shareholder economic value add (EVA) metrics and can be measured and improved using the methods in this book Value-adding activities and disciplines discussed are global and applicable to every organization A PRACTICAL TOOL FOR REAL-WORLD APPLICATION New topics are introduced in the second edition. These include Design Thinking, the "voice-of" Information Technology Ecosystems, Big Data applications, and Robotic Process Automation. Key topics from the first edition remain. These include Design-for-Six-Sigma (DFSS), Lean and Six Sigma methods, productivity analysis, operational assessments, project management, and other supporting topics. Each chapter contains tools and methods that will help readers identify areas for operational improvements. It contains ~300 figures, tables, and checklists to help increase organizational productivity.

Practical examples are integrated through the book.
Good to Great - Jim Collins 2011-07-19
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 verybeginning. 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?

Lean, Agile and Six Sigma Information Technology Management - Peter K. Ghavami 2008
In the face of growing customer expectations, turbulent economic conditions and increasing IT complexity, ideal execution of IT strategies have never been more important and challenging. This book is about methods of delivering the most value at the lowest cost. It offers a collection of business and technical problem solving techniques to solve many of the recurring IT problems in your firm. If you are looking to transform your IT organization into a lean, high velocity, high quality and high precision machine that can deliver amazing results with less, this book is for you. Simply apply the Lean, Agile and Six Sigma methods outlined in this book and see the remarkable improvements in customer satisfaction and return on your IT investments. The lessons in

this book are for the entire management team, for those who want to achieve perfection with IT, for the senior executive, the IT strategist and the practitioners alike.

Edge - Laura Huang
2020-01-28
Laura Huang, an award-winning Harvard Business School professor, shows that success is about gaining an edge: that elusive quality that gives you an upper hand and attracts attention and support. Some people seem to naturally have it. Now, Huang teaches the rest of us how to create our own from the challenges and biases we think hold us back, and turning them to work in our favor. How do you find a competitive edge when the obstacles feel insurmountable? How do you get people to take you seriously when they're predisposed not to, and perhaps have already written you off? Laura Huang has come up against that problem many times--and so has anyone who's ever felt out of place or underestimated. Many of us sit back quietly, hoping that our hard work and effort will speak for itself. Or we try to force ourselves into the mold of who we think is "successful," stifling the creativity and charm that makes us unique and memorable. In Edge, Huang offers a different approach. She argues that success is rarely just about the quality of our ideas, credentials, and skills, or our effort. Instead, achieving success hinges on how well we shape others' perceptions--of our strengths, certainly, but also our flaws. It's about creating our own edge by confronting the factors that seem like shortcomings and turning them into assets that make others take notice. Huang draws from her groundbreaking research on entrepreneurial intuition, persuasion, and implicit decision-making, to impart her profound findings and share stories of previously-overlooked Olympians, assistants-turned-executives, and flailing companies that made momentous turnarounds. Through her deeply-researched framework, Huang shows how

we can turn weaknesses into strengths and create an edge in any situation. She explains how an entrepreneur scored a massive investment despite initially being disparaged for his foreign accent, and how a first-time political candidate overcame voters' doubts about his physical disabilities. Edge shows that success is about knowing who you are and using that knowledge unapologetically and strategically. This book will teach you how to find your unique edge and keep it sharp.

The Automation Advantage: Embrace the Future of Productivity and Improve Speed, Quality, and Customer Experience Through AI - Bhaskar Ghosh 2021-12-07
From the global automation leaders at Accenture—the first-ever comprehensive blueprint for how to use and scale AI-powered intelligent automation in the enterprise to gain competitive advantage through faster speed to market, improved product quality, higher efficiency, and an elevated customer experience. Many companies were already implementing limited levels of automation when the pandemic hit. But the need to rapidly change business processes and how organizations work resulted in the compression of a decade's worth of digital transformation into a matter of months. Technology suddenly became the essential element for rapid organizational change and the creation of 360-degree value benefiting all stakeholders. Businesses are faced with the imperative to embrace that change or risk being left behind. In The Automation Advantage, global enterprise technology and automation veterans Bhaskar Ghosh, Rajendra Prasad, and Gayathri Pallail give business leaders and managers the action plan they need to execute a strategic agenda that enables them to quickly and confidently scale their automation and AI initiatives. This practical and highly accessible implementation guide answers leaders' burning questions, such as: How do I

identify and prioritize automation opportunities? How do I assess my legacy systems and data issues? How do I derive full value out of my technology investments and automation efforts? How can I inspire my employees to embrace change and the new opportunities presented by automation? The Automation Advantage goes beyond optimizing process to using AI to transform almost any business activity in any industry to make it faster, more streamlined, cost efficient, and customer-focused—vastly improving overall productivity and performance. Featuring case studies of successful automation solutions, this indispensable road map includes guiding principles for technology, governance, culture, and leadership change. It offers a human-centric approach to AI and automation that leads to sustainable transformation and measurable business results.
The High-Velocity Edge: How Market Leaders Leverage Operational Excellence to Beat the Competition - Steven Spear 2010-04-12
Generate Better, Faster Results— Using Less Capital and Fewer Resources! "[The High-Velocity Edge] contains ideas that form the basis for structured continuous learning and improvement in every aspect of our lives. While this book is tailored to business leaders, it should be read by high school seniors, college students, and those already in the workforce. With the broad societal application of these ideas, we can achieve levels of accomplishment not even imagined by most people." The Honorable Paul H. O'Neill, former CEO and Chairman, Alcoa, and Former Secretary of the Treasury "Some firms outperform competitors in many ways at once—cost, speed, innovation, service. How? Steve Spear opened my eyes to the secret of systemizing innovation: taking it from the occasional, unpredictable 'stroke of genius' to something you and your people do month-in, month-out to outdistance rivals." Scott D.

Cook, founder and Chairman of the Executive Committee, Intuit, Inc. "Steven Spear connects a deep study of systems with practical management insights and does it better than any organizational scholar I know. [This] is a profoundly important book that will challenge and inspire executives in all industries to think more clearly about the technical and social foundations of organizational excellence." Donald M. Berwick, M.D., M.P.P., President and CEO, Institute for Healthcare Improvement About the Book How can some companies perform so well that their industry counterparts are competitors in name only? Although they operate in the same industry, serve the same market, and even use the same suppliers, these extraordinary, high-velocity organizations consistently outperform all the competition—and, more importantly, continually widen their leads. In The High-Velocity Edge, the reissued edition of five-time Shingo Prize winner Steven J. Spear's critically acclaimed book Chasing the Rabbit, Spear describes what sets market-dominating companies apart and provides a detailed framework you can leverage to surge to the lead in your own industry. Spear examines the internal operations of dominant organizations across a wide spectrum of industries, from technology to design and from manufacturing to health care. While he investigates several great operational triumphs, like top-tier teaching hospitals' fantastic improvements in quality of care, Pratt & Whitney's competitive gains in jet engine design, and the U.S. Navy's breakthroughs in inventing and applying nuclear propulsion, The High-Velocity Edge is not just about the adoration of success. It also takes a critical look at some of the operational missteps that have humbled even the most reputable and respected of companies and organizations. The decades-long prominence of Toyota, for example, is contrasted with the many factors leading to the

automaker's sweeping 2010 product recalls. Taken together, these multiple perspectives and in-depth case studies show how to: Build a system of "dynamic discovery" designed to reveal operational problems and weaknesses as they arise Attack and solve problems when and where they occur, converting weaknesses into strengths Disseminate knowledge gained from solving local problems throughout the company as a whole Create managers invested in developing everyone's capacity to continually innovate and improve Whatever kind of company you operate— from technology to fi nance to healthcare— mastery of these four key capabilities will put you on the fast track to operational excellence, where you will generate faster, better results—using less capital and fewer resources. Apply the lessons of Steven J. Spear and gain a high-velocity edge over every competitor in your industry.
The Flow System - John Turner 2020-11-30

"The Flow System shows how to generate and nurture self-organizing teams that mobilize the full talents of those doing the work to cope with dizzying change and complexity, while also drawing on the contributions of those for whom the work is being done-- the customers."--Steve Denning, author of The Age of Agile "Organizations that pull off this triple helix trick of thinking about the complexity of their systems and the environment in which they're operating, distributed leadership to engage the collective intelligence and creativity of the organization, and building teams of teams so the whole is greater than the sum of the parts, have a good chance of keeping up and staying ahead."--Steve Spear, MIT Sloan School senior lecturer, author of The High Velocity Edge "The Flow System's Triple Helix provides many of the tools and ways of thinking we will need to do that; it is agile without being doctrinaire about Agile."-- David Snowden, creator of the

Cynefin Framework, Chief Scientific Officer of Cognitive Edge

The High-Velocity Sales Organization - Marc Wayshak 2018-08-14
The data shows that senior executives today face a stark reality: Sales talent is increasingly difficult to find. Traditional selling strategies no longer work. And salespeople today are more distracted and aimless than ever before. To give their organizations true staying power in this tumultuous new market, company leaders must fundamentally change the way they look at sales-or else succumb to the competition. What today's senior leaders need is a high-velocity sales organization: an organization with the right performers, strategy, and infrastructure in place, allowing it to dramatically increase sales by converting more opportunities at higher prices to more prospects. Drawing on hard data, comprehensive research, and the latest science behind selling, Marc Wayshak has developed a system for building these fully sales-driven organizations. The High-Velocity Sales Organization brings together Wayshak's cutting-edge insights as a leading sales consultant with the latest data to create a step-by-step formula for accelerating a sales-driven company culture-from the top down. This guide for senior executives lays out the exact processes company leaders must implement to achieve the three pillars of a high-velocity sales organization: Performers-Learn to identify, recruit, and retain top performers for a consistent flow of A-player salespeople-and far fewer costly mis-hires Strategy-Develop and implement a self-improving, highly adaptive sales strategy that sets your salespeople apart from the competition Infrastructure-Establish a clear system for building out the right sales processes, with the most effective technology, to hold sales teams accountable
Surfing the Edge of Chaos - Richard Pascale 2001-03-01

Every few years a book changes the way people think about a field. In psychology there is Daniel Goleman's Emotional Intelligence. In science, James Gleick's Chaos. In economics and finance, Burton Malkiel's A Random Walk Down Wall Street. And in business there is now Surfing the Edge of Chaos by Richard T. Pascale, Mark Millemann, and Linda Gioja. Surfing the Edge of Chaos is a brilliant, powerful, and practical book about the parallels between business and nature -- two fields that feature nonstop battles between the forces of tradition and the forces of transformation. It offers a bold new way of thinking about and responding to the personal and strategic challenges everyone in business faces these days. Pascale, Millemann, and Gioja argue that because every business is a living system (not just as metaphor but in reality), the four cornerstone principles of the life sciences are just as true for organizations as they are for species. These principles are: Equilibrium is death. Innovation usually takes place on the edge of chaos. Self-organization and emergence occur naturally. Organizations can only be disturbed, not directed. Using intriguing, in-depth case studies (Sears Roebuck, Monsanto, Royal Dutch Shell, the U.S. Army, British Petroleum, Hewlett Packard, Sun Microsystems), Surfing the Edge of Chaos shows that in business, as in nature, there are no permanent winners. There are just companies and species that either react to change and evolve, or get left behind and become extinct. Some examples: Parallels between Yellowstone National Park and Sears show why equilibrium is a dangerous place in both nature and business. How Monsanto used a "strange attractor" to move to the edge of chaos to alter its identity and transform its culture. The unlikely story of how the U.S. Army embraced the ideas of self-organization and emergence. Why the misapplication of linear logic (reengineering a business or

attempting to eradicate predators in nature) will inevitably fail. The stories in Surfing the Edge of Chaos are of pioneering efforts that show how the principles of living systems produce bottom-line impact and profound transformational change. What's really striking about them, though, is their reality. They are about success and failure, breakthroughs and dead-ends. In short, they are like the business you are in and the challenges you face.

The Goal - Eliyahu M. Goldratt 2016-08-12
Alex Rogo is a harried plant manager working ever more desperately to try and improve performance. His factory is rapidly heading for disaster. So is his marriage. He has ninety days to save his plant - or it will be closed by corporate HQ, with hundreds of job losses. It takes a chance meeting with a colleague from student days - Jonah - to help him break out of conventional ways of thinking to see what needs to be done. Described by Fortune as a 'guru to industry' and by Businessweek as a 'genius', Eliyahu M. Goldratt was an internationally recognized leader in the development of new business management concepts and systems. This 20th anniversary edition includes a series of detailed case study interviews by David Whitford, Editor at Large, Fortune Small Business, which explore how organizations around the world have been transformed by Eli Goldratt's ideas. The story of Alex's fight to save his plant contains a serious message for all managers in industry and explains the ideas which underline the Theory of Constraints (TOC) developed by Eli Goldratt. Written in a fast-paced thriller style, The Goal is the gripping novel which is transforming management thinking throughout the Western world. It is a book to recommend to your friends in industry - even to your bosses - but not to your competitors!

The High-Velocity Edge: How Market Leaders Leverage Operational

Excellence to Beat the Competition - Steven Spear 2010-05-07 Generate Better, Faster Results— Using Less Capital and Fewer Resources! "[The High-Velocity Edge] contains ideas that form the basis for structured continuous learning and improvement in every aspect of our lives. While this book is tailored to business leaders, it should be read by high school seniors, college students, and those already in the workforce. With the broad societal application of these ideas, we can achieve levels of accomplishment not even imagined by most people." The Honorable Paul H. O'Neill, former CEO and Chairman, Alcoa, and Former Secretary of the Treasury "Some firms outperform competitors in many ways at once—cost, speed, innovation, service. How? Steve Spear opened my eyes to the secret of systemizing innovation: taking it from the occasional, unpredictable 'stroke of genius' to something you and your people do month-in, month-out to outdistance rivals." Scott D. Cook, founder and Chairman of the Executive Committee, Intuit, Inc. "Steven Spear connects a deep study of systems with practical management insights and does it better than any organizational scholar I know. [This] is a profoundly important book that will challenge and inspire executives in all industries to think more clearly about the technical and social foundations of organizational excellence." Donald M. Berwick, M.D., M.P.P., President and CEO, Institute for Healthcare Improvement About the Book How can some companies perform so well that their industry counterparts are competitors in name only? Although they operate in the same industry, serve the same market, and even use the same suppliers, these extraordinary, high-velocity organizations consistently outperform all the competition—and, more importantly, continually widen their leads. In The High-Velocity Edge, the reissued edition of five-time Shingo

Prize winner Steven J. Spear's critically acclaimed book Chasing the Rabbit, Spear describes what sets market-dominating companies apart and provides a detailed framework you can leverage to surge to the lead in your own industry. Spear examines the internal operations of dominant organizations across a wide spectrum of industries, from technology to design and from manufacturing to health care. While he investigates several great operational triumphs, like top-tier teaching hospitals' fantastic improvements in quality of care, Pratt & Whitney's competitive gains in jet engine design, and the U.S. Navy's breakthroughs in inventing and applying nuclear propulsion, The High-Velocity Edge is not just about the adoration of success. It also takes a critical look at some of the operational missteps that have humbled even the most reputable and respected of companies and organizations. The decades-long prominence of Toyota, for example, is contrasted with the many factors leading to the automaker's sweeping 2010 product recalls. Taken together, these multiple perspectives and in-depth case studies show how to: Build a system of "dynamic discovery" designed to reveal operational problems and weaknesses as they arise Attack and solve problems when and where they occur, converting weaknesses into strengths Disseminate knowledge gained from solving local problems throughout the company as a whole Create managers invested in developing everyone's capacity to continually innovate and improve Whatever kind of company you operate— from technology to fi nance to healthcare— mastery of these four key capabilities will put you on the fast track to operational excellence, where you will generate faster, better results—using less capital and fewer resources. Apply the lessons of Steven J. Spear and gain a high-velocity edge over every competitor in your industry.

Come to Win - Venus Williams

2011-06-28
Combining talent, drive, and hard work, Venus Williams has mastered the game of tennis. How will that drive serve her off the court in her post-tennis career? For inspiration, Venus turned to an esteemed group of business leaders, politicians, and acclaimed artists, all of whom previously played competitive sports, and asked the essential questions: What principles that inspired you toward success as an athlete are helpful in life? In business? Here, that A-list group of visionaries responds with a useful array of tips woven through anecdotes from their athletic pasts that have been instrumental in their post-sports success. Venus also reflects on what she has learned from her own coaches, including her parents, and how their wisdom contributes to her own remarkable achievements.

Financial Management - Stephen Foerster 2014-01-13 For courses in Corporate Finance A balanced overview of financial management theory and practice Finance is one of the key drivers of a firm's activities, and a critical component to understanding business in general. Financial Management: Concepts and Applications is designed to help students with no prior knowledge grasp the applications and relevance of finance. Author Stephen Foerster reveals the practical side of finance, rather than just its theoretical concepts, and shows how finance intersects with many other areas of business. Thoroughly integrated with the text, MyFinanceLab places personalized practice opportunities just a few clicks away and provides a truly interactive learning experience. This program provides a better teaching and learning experience—for you and your students. It will help you to: • Personalize learning with MyFinanceLab: This online homework, tutorial, and assessment program provides students the help they need, when they need it, and allows unlimited practice. • Encourage students to focus on

the big picture: A thematic approach helps students achieve a holistic view of how finance impacts many aspects of business. • Highlight applications of finance: A strong emphasis on applications helps students see the relevance of finance, and keeps them interested in the course. • Foster thorough understanding via learning aids: Various tools, throughout the text and at the end of each chapter, support students as they learn and review. Note: If you are purchasing the standalone text or electronic version, MyFinanceLab does not come automatically packaged with the text. To purchase MyFinanceLab please visit www.myfinancelab.com or you can purchase a package of the physical text + MyFinanceLab by searching for 0133578089 / 9780133578089. MyFinanceLab¿ is not a self-paced technology and should only be purchased when required by an instructor. **Diagnosing and Changing Organizational Culture** - Kim S. Cameron 2011-01-07 Diagnosing and Changing Organizational Culture provides a framework, a sense-making tool, a set of systematic steps, and a methodology for helping managers and their organizations carefully analyze and alter their fundamental culture. Authors, Cameron and Quinn focus on the methods and mechanisms that are available to help managers and change agents transform the most fundamental elements of their organizations. The authors also provide instruments to help individuals guide the change process at the most basic level—culture. Diagnosing and Changing Organizational Culture offers a systematic strategy for internal or external change agents to facilitate foundational change that in turn makes it possible to support and supplement other kinds of change initiatives.
Digital Transformation Game Plan - Gary O'Brien 2019-10-30 The Digital Age is having a broad and profound impact on companies and entire industries. Rather than simply

automate or embed digital technology into existing offerings, your business needs to rethink everything. In this practical book, three ThoughtWorks professionals provide a game plan to help your business through this transformation, along with technical concepts that you need to know to be an effective leader in a modern digital business. Chock-full of practical advice and case studies that show how businesses have transitioned, this book reveals lessons learned in guiding companies through digital transformation. While there's no silver bullet available, you'll discover effective ways to create lasting change at your organization. With this book, you'll discover how to: Realign the business and operating architecture to focus on customer value Build a more responsive and agile organization to deal with speed and ambiguity Build next generation technology capability as a core differentiator
Escape Velocity - Geoffrey A. Moore 2011-09-06 "Readthis book to learn how to create a company as powerful as Apple."—Guy Kawasaki,former chief evangelist of Apple InEscape Velocity Geoffrey A. Moore, author of the marketing masterwork Crossingthe Chasm, teaches twenty-first century enterprises how to overcome thepull of the past and reorient their organizations to meet a new era ofcompetition. The world's leading high-tech business strategist, Moore connectsthe dots between bold strategies and effective execution, with an action planthat elucidates the link between senior executives and every other branch of acompany. For readers of Larry Bossidy's Execution,Clay Christensen's Innovator's Solution, and Gary Vaynerchuck'sCrush It!, and for anyone aiming for the pinnacle of business success, EscapeVelocity is an irreplaceable roadmap to the top.
Business @ the Speed of Thought - Bill Gates

2009-09-26
In his new book, Microsoft chairman and CEO Bill Gates discusses how technology can help run businesses better today and how it will transform the nature of business in the near future. Gates stresses the need for managers to view technology not as overhead but as a strategic asset, and offers detailed examples from Microsoft, GM, Dell, and many other successful companies. Companion Web site.

High Velocity Itsm - Randy A. Steinberg 2016-09-28
If you read through this book and still dont believe there is a critical need for IT Service Management then good luck seeing if you can survive in IT for the next 5 years. Agile, DevOps, Lean IT, Virtualization, Application Lifecycle Management, Cloud Computing and many other technologies are rapidly pulling IT in many directions. These modern ways of operating IT to cope with a world of rapid change will not go away. Somehow they need to be pulled together to avoid the chaos. Service Management is the glue needed to hold these all together. There is no IT value for the business until the point a service is received. For this reason, this book is written for IT leaders, managers and practitioners from a Service Management perspective. Having the best development practices, be it Agile, DevOps or others means little if a service is not delivered to the business. When they need it. High Velocity ITSM is about transitioning the IT Organization from traditional waterfall slower service development and support to a service delivery organization operating at high velocity. This book provides practical guidance for: ? Transitioning IT towards high velocity ITSM ? Using Agile and DevOps for rapid service build ? Using Lean IT to operate at high velocity ? Streamlining your ITSM management processes ? Building a Lean IT CSI Program ? Learning and applying modern IT methods and much more!

The Toyota Way, Second

Edition: 14 Management Principles from the World's Greatest Manufacturer - Jeffrey K. Liker 2020-10-27 The bestselling guide to Toyota's legendary philosophy and production system—updated with important new frameworks for driving innovation and quality in your business One of the most impactful business guides published in the 21st Century, The Toyota Way played an outsized role in launching the continuous-improvement movement that continues unabated today. Multiple Shingo Award-winning management and operations expert Jeffrey K. Liker provides a deep dive into Toyota's world-changing processes, showing how you can learn from it to develop your own improvement program that fits your conditions. Thanks in large part to this book, managers across the globe are creating workforces and systems that produce the highest-quality products and services, establish and retain customer loyalty, and drive business profitability and sustainability. Now, Liker has thoroughly updated his classic guide to include: Completely revised data and updated information about Toyota's approach to competitiveness in the new world of mobility and smart technology Illustrative examples from manufacturing and service organizations that have learned and improved from the Toyota Way A fresh approach to leadership models The brain science and skills for learning to think scientifically How Toyota applies Hoshin Kanri, a planning process that aligns objectives at all levels and marries them to business strategy Organized into thematic sections covering the various aspects of the Toyota Way—including Philosophy, Processes, People, and Problem Solving—this unparalleled guide details the 14 key principles for building the foundation of a powerful improvement system and managing it for ultimate competitive advantage. With The Toyota Way, you have an inspiration and a model of how

to set a direction, continuously improve and learn at all levels, continually "flow" value to satisfy customers, improve your leadership, and get quality right the first time. **Supply Chain Collaboration** -

Ronald K. Ireland 2005-02-15 'Supply Chain Collaboration' reviews the industry standards and best practices and describes how they can and should be adopted.