

Corporate Culture The Ultimate Strategic Asset Stanford Business Books

"Based on extensive interviews with today's . . . corporate leaders, this look at how the best CEOs do their jobs focuses on the mindsets and actions that foster an environment of excellence"--

The Brand-Driven CEO demonstrates how senior leadership can use their brand to align and guide the behaviours, decisions, and operations of their entire organization and drive brand and shareholder value. Author David Kincaid delivers practical assessments and game plans for senior executives and managers across functional areas, clarifying the confusion between brand and marketing management. He introduces the "New 4P's" of brand management: people, process, IP, and partnerships. This paradigm shift equips business leaders with a new approach to managing growth, profitability, risk, and sustainable value creation. Using real life, current case studies from today's fastest growing and most valuable brands - including Starbucks, Apple, and BMW - this book reveals how big businesses are being led and managed as integrated business systems and not by marketing departments. The Brand-Driven CEO includes criteria to conduct your own brand self-assessment and a step-by-step roadmap that can be applied to help transform your brand and its management.

Double your odds of leading successful, sustainable change Leaders aren't short on access to change management advice, but the jury has long been out as to which approach is the best one to follow. With the publication of Beyond Performance 2.0, the verdict is well and truly in. By applying the approach detailed by authors, Scott Keller and Bill Schaninger, the evidence shows that leaders can more than double their odds of success—from thirty percent to almost eighty. Whereas the first edition of Beyond Performance introduced the authors' "Five Frames of Performance and Health" approach to change management, the fully revised and updated Beyond Performance 2.0 has been transformed into a truly practical "how to" guide for leaders. Every aspect of how to lead change at scale is covered in a step-by-step manner, always accompanied by practical tools and real-life examples. Keller and Schaninger's work is distinguished in many ways, one of which is the rigor behind the recommendations. The underpinning research is the most comprehensive of its kind—based on over 5 million data points drawn from 2,000 companies globally over a 15-year period. This data is overlaid with the authors' combined more than 40 years of experience in helping companies successfully achieve large-scale change. As senior partners in McKinsey & Company, consistently named the world's most prestigious management consulting firm, Keller and Schaninger also draw on the shared experience of their colleagues from offices in over 60 countries with unrivaled access to CEOs and senior teams. Beyond Performance 2.0 also dares to go against the grain—eschewing the notion of copying best practices and instead guiding leaders to make choices specific to their unique context and organization. It does this with meticulously balance of focus on short- and long-term considerations, and on fully addressing the hard technical and of cultural elements of making change happen. Further, the approach doesn't just focus on delivering change; it builds an organization's muscle to continuously change, making it healthier so that it can act with increased speed and agility to stay perpetually ahead of its competition. Leaders looking for a proven approach to leading large-scale change from a trusted source have found what they are looking for in Beyond Performance 2.0.

Human capital - the performance and the potential of people in an organization - has become an increasingly important issue. With a strong practitioner focus, this book provides business leaders and HR professionals with new insights into how to improve business performance through a strategic approach to human capital.

An Introduction to Theory, Research, and Practice

Creating and Sustaining Superior Performance

Enhancing Organizational Performance

Essentials of Strategic Management

Build Organizational Culture for Competitive Advantage

Building Sustainably Successful Organizations

Strategic Management is a book that succinctly captures the nuances of leveraging strategy in the management of corporations and businesses. Tailor-made for students majoring in business and commerce at the undergraduate as well as postgraduate levels, it will equip them with skills in strategic thinking that encompass strategy formulation, implementation and evaluation. Furthermore, the book includes the most recent developments and trends in strategic management and will help the students to apply this knowledge to become effective managers and leaders. Salient features:

- Structured and lucid presentation of content
- Includes the latest research outcomes in strategic management theory and practice
- Contains a separate chapter on preparing a case analysis
- A short opening case, closing case, 'strategic spotlight' and 'a great decision' in every chapter
- Objective as well as subjective exercises at the end of each chapter

Explores the nature of corporate personhood and how it affects the rights, powers, and influence of corporations in society.

Great leaders know that prestigious appointments do not only entail advantages, but also major responsibilities. They are willing to set high standards: First and foremost for themselves and only thereafter expect others to follow them. They never rest on their laurels, but embrace life-long learning. They are thus inspirational roles models for others. They walk the talk and earn loyalty – do not just demand it. They have prepared themselves well without risking complacency or overplaying their strengths. They ensure that more than mere luck will allow them to succeed in a world full of ambiguity, change, dilemmas, and even trilemmas. Most importantly, they orient themselves to follow their moral compass. They also know that it has never been so easy to find inspiration, a reality check, and advice on the development of their situational solutions. This book aims at providing such easy access to crucial insights into sustaining success. International top management and leadership consultants, lifelong learning experts, experienced executive coaches, and leadership faculty from leading business schools share their insights to help leaders cope with today's and tomorrow's complexity.

Since it was first published in 1986, *Growing Pains* has become a classic resource for understanding how start-ups can make the transition to become large, professionally-managed organizations that maintain the special spark that launched them. In the fourth edition of *Growing Pains*, authors Eric Flamholtz and Yvonne Randle have thoroughly revised and updated the book to include new ideas and concepts including information about strategic planning, Sarbanes-Oxley, family businesses, and overcoming growing pains, as well as new examples and cases of companies.

The 360° Corporation

Growing Pains

Strategy That Works

Corporate Culture

How Integrating Brand and Culture Powers the World's Greatest Companies

Encyclopedia of Creativity

Indispensable to understanding change, this unique text provides a comprehensive examination of how change can be sustained within organizations today. Featuring critical insights into theoretical concepts and current international examples, the book provides an accessible way for students to enhance their understanding and develop the crucial skills need to be successful when managing and leading change in organisations. Key Features: Synthesizes what is known about change in organizations and then provides practical ways of sustaining it Contains an international range of case studies and interviews which link theory to practice throughout Explores key contemporary topics such as power, politics, ethics and sustainability for an enhanced understanding of current debates and issues Activities, discussion questions and further reading in each chapter test your understanding of the key concepts and reinforce your learning End of book Glossary defines key terms, for those new to studying change. Comes with access to additional resources for students and lecturers including relevant SAGE journal articles to encourage wider reading

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.

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.

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 Six Mindsets That Distinguish the Best Leaders from the Rest

Building Family Business Champions

Embedding Brand into Business Strategy

Diagnosing and Changing Organizational Culture

CEO Excellence

The Discipline of Getting Things Done

#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.

The far right is back with a vengeance. After several decades at the political margins, far-right politics has again taken center stage. Three of the world's largest democracies — Brazil, India, and the United States — now have a radical right leader, while far-right parties continue to increase their profile and support within Europe. In this timely book, leading global expert on political extremism Cas Mudde provides a concise overview of the fourth wave of postwar far-right politics, exploring its history, ideology, organization, causes, and consequences, as well as the responses available to civil society, party, and state actors to challenge its ideas and influence. What defines this current far-right renaissance, Mudde argues, is its mainstreaming and normalization within the contemporary political landscape. Challenging orthodox thinking on the relationship between conventional and far-right politics, Mudde offers a complex and insightful picture of one of the key political challenges of our time.

This handbook comprises fresh and incisive research focusing on African media, culture and communication. The chapters from a cross-section of scholars dissect the forces shaping the field within a changing African context. It adds critical corpora of African scholarship and theory that places the everyday worlds, needs and uses of Africans first. Decoloniality demands new epistemological interventions in African media, culture and communication, and this book is an important interlocutor in this space. In a globally interconnected world, changing patterns of authority and power pose new challenges to the ways in which media institutions are constituted and managed, as well as how communication and media policy is negotiated and the manner in which citizens engage with increasing media opportunities. The handbook focuses on the interrelationships of the local and the global and the concomitant consequences for media practice, education and citizen engagement in today's Africa. Altogether, the book foregrounds convivial epistemologies relevant for locating African media and communication in the pluriverse. This handbook is an essential read for critical media, communications, cultural studies and journalism scholars.

Total quality management (TQM), reengineering, the workplace of the twenty-first century--the 1990s have brought a sense of urgency to organizations to change or face stagnation and decline, according to *Enhancing Organizational Performance*. Organizations are adopting popular management techniques, some scientific, some faddish, often without introducing them properly or adequately measuring the outcome. *Enhancing Organizational Performance* reviews the most popular current approaches to organizational change--total quality management, reengineering, and downsizing--in terms of how they affect organizations and people, how performance improvements can be measured, and what questions remain to be answered by researchers. The committee explores how theory, doctrine, accepted wisdom, and personal experience have all served as sources for organization design. Alternative organization structures such as teams, specialist networks, associations, and virtual organizations are examined. *Enhancing Organizational Performance* looks at the influence of the organization's norms, values, and beliefs--its culture--on people and their performance, identifying cultural "levers" available to organization leaders. And what is leadership? The committee sorts through a wealth of research to identify behaviors and skills related to leadership effectiveness. The volume examines techniques for developing these skills and suggests new competencies that will become required with globalization and other trends. Mergers, networks, alliances, coalitions--organizations are increasingly turning to new intra- and inter-organizational structures. *Enhancing Organizational Performance* discusses how organizations cooperate to maximize outcomes. The committee explores the changing missions of the U.S. Army as a case study that has relevance to any organization. Noting that a musical greeting card contains more computing power than existed in the entire world before 1950, the committee addresses the impact of new technologies on performance. With examples, insights, and practical criteria, *Enhancing Organizational Performance* clarifies the nature of organizations and the prospects for performance improvement. This book will be important to corporate leaders, executives, and managers; faculty and students in organizational performance and the social sciences; business journalists; researchers; and interested individuals.

Corporate Personhood

The Oxford Handbook of Organizational Climate and Culture

Routledge Handbook of African Media and Communication Studies

Organizational Culture and Leadership

Co-Opetition

Provides the final report of the 9/11 Commission detailing their findings on the September 11 terrorist attacks.

*How to close the gap between strategy and execution Two-thirds of executives say their organizations don't have the capabilities to support their strategy. In *Strategy That Works*, Paul Leinwand and Cesare Mainardi explain why. They identify conventional business practices that unintentionally create a gap between strategy and execution. And they show how some of the best companies in the world consistently leap ahead of their competitors. Based on new research, the authors reveal five practices for connecting strategy and execution used by highly successful enterprises such as IKEA, Natura, Danaher, Haier, and Lego. These companies:*

- Commit to what they do best instead of chasing multiple opportunities
- Build their own unique winning capabilities instead of copying others
- Put their culture to work instead of struggling to change it
- Invest where it matters instead of going lean across the board
- Shape the future instead of reacting to it

Packed with tools you can use for building these five practices into your organization and supported by in-depth profiles of companies that are known for making their strategy work, this is your guide for reconnecting strategy to execution.

A history of one of the most influential American companies of the last century. For decades, IBM shaped the way the world did business. IBM products were in every large organization, and IBM corporate culture established a management style that was imitated by companies around the globe. It was "Big Blue," an icon. And yet over the years, IBM has gone through both failure and success, surviving flatlining revenue and forced reinvention. The company almost went out of business in the early 1990s, then came back strong with new business strategies and an emphasis on artificial intelligence. In this authoritative, monumental history, James Cortada tells the story of one of the most influential American companies of the last century. Cortada, a historian who worked at IBM for many years, describes IBM's technology breakthroughs, including the development of the punch card (used for automatic tabulation in the 1890 census), the calculation and printing of the first Social Security checks in the 1930s, the introduction of the PC to a mass audience in the 1980s, and the company's shift in focus from hardware to software. He discusses IBM's business culture and its orientation toward employees and customers; its global expansion; regulatory and legal issues, including antitrust litigation; and the track records of its CEOs. The secret to IBM's unequalled longevity in the information technology market, Cortada shows, is its capacity to adapt to changing circumstances and technologies.

An insightful and practical toolkit for managing organizational growth Growing Pains is the definitive guide to the life cycle of an organization, and the optimization strategies that make the organization stronger. Whether growth is rapid, slow, or not occurring at all, this book provides a host of solid tools and recommendations for putting everything in order. Now in its fifth edition, this invaluable guide has been fully updated to reflect the current economic climate, and includes new case studies and chapters discussing nonprofit life cycle tools, leadership challenges and the "leadership molecule", and real-world applications of the frameworks presented. The latest empirical research is presented in the context of these ideas, including new data on strategic organizational development. Mini-cases that illustrate growth management issues have been added throughout, with additional coverage of international entrepreneurship and companies that provide a frame of reference for the perspective being developed. Growing pains are normal, and a valuable indicator of organizational health, but they indicate the need for new systems, processes, and structure to support the organization's size. This book provides a practical framework for managing the process, applicable to organizations of all sizes. Understand the key stages of growth and the challenges of each Measure your organization's growing pains and development Deploy new tools that facilitate positive organizational development Make the necessary transitions required to ensure sustainable success Some companies, even after brilliant beginnings, lose their way as growth throws them for a loop. Growing Pains identifies the underlying factors that promote long term success, and gives you a framework for successfully managing the transitions of growth.

Reculturing: Design Your Company Culture to Connect with Strategy and Purpose for Lasting Success

The Critical Few

Human Capital and Global Business Strategy

*Execution
Why Some Companies Make the Leap...And Others Don't
Fusion*

The fields of organizational climate and organizational culture have co-existed for several decades with very little integration between the two. In Organizational Climate and Culture: An Introduction to Theory, Research, and Practice, Mark G. Ehrhart, Benjamin Schneider, and William H. Macey break down the barriers between these fields to encourage a broader understanding of how an organization's environment affects its functioning and performance. Building on in-depth reviews of the development of both the organizational climate and organizational culture literatures, the authors identify the key issues that researchers in each field could learn from the other and provide recommendations for the integration of the two. They also identify how practitioners can utilize the key concepts in the two literatures when conducting organizational cultural inquiries and leading change efforts. The end product is an in-depth discussion of organizational climate and culture unlike anything that has come before that provides unique insights for a broad audience of academics, practitioners, and students. Drive business sustainability, growth, and profits by taking a systematic approach to culture transformation It's no secret that culture is the key to attracting and engaging top talent and seizing the competitive edge. But the vast majority of culture efforts fail as quickly as they started. Why? Because leaders are missing the big picture. They're creating and communicating values but failing to ensure the values are tied to the purpose and the strategy of the company while also being integrated into processes, operations, and behaviors. In ReCulturing, Melissa Daimler solves this persistent problem by helping you develop a "systems" perspective of culture. One of today's most renowned thought leaders and practitioners on the issue, Daimler provides the playbook for building a business in which employees are clear on the why, what, and how they are working, such that it naturally leads to high performance and a desire to stay with their company for the long haul. ReCulturing explains: - The everyday practice of culture--how it's actually done through behaviors, processes and practices - How to leverage core frameworks that can be tailored to design and build any company culture, whether that's a start up or a large company working - The integration of purpose (why you work), strategy (what you do) with culture (how you work) The book also features illuminating real-life stories recounting what has and hasn't worked at some of today's largest and most influential companies. Whether you're launching a startup, running a global firm, or overseeing the shift to a hybrid work setting, ReCulturing provides everything you need to the kind of culture that drives long-term business success.

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. The Oxford Handbook of Organizational Climate and Culture presents the breadth of topics from Industrial and Organizational Psychology and Organizational Behavior through the lenses of organizational climate and culture. The Handbook reveals in great detail how in both research and practice climate and culture reciprocally influence each other. The details reveal the many practices that organizations use to acquire, develop, manage, motivate, lead, and treat employees both at home and in the multinational settings that characterize contemporary organizations. Chapter authors are both expert in their fields of research and also represent current climate and culture practice in five national and international companies (3M, McDonald's, the Mayo Clinic, PepsiCo and Tata). In addition, new approaches to the collection and analysis of climate and culture data are presented as well as new thinking about organizational change from an integrated climate and culture paradigm. No other compendium integrates climate and culture thinking like this Handbook does and no other compendium presents both an up-to-date review of the theory and research on the many facets of climate and culture as well as contemporary practice. The Handbook takes a climate and culture vantage point on micro approaches to human issues at work (recruitment and hiring, training and performance management, motivation and fairness) as well as organizational processes (teams, leadership, careers, communication), and it also explicates the fact that these are lodged within firms that function in larger national and international contexts.

*Playing to Win
Entrepreneur Voices on Company Culture
Culture Renovation: 18 Leadership Actions to Build an Unshakeable Company
Good to Great*

*Energize Your Company's Culture by Choosing What Really Matters
Best Practices in Organization Development from the OD Network*

Seize and expand the competitive edge with a smart, well-managed culture “renovation” Most business leaders understand the power of a dynamic, positive culture—but almost every effort to change culture fails. Why? The approach is often all wrong. Rather than attempt to “transform” a new culture from the ground up, leaders need to instead spearhead a culture renovation. It's all about keeping what works, changing what needs to be changed, and ensuring proper care and maintenance—much like refurbishing and living in a beautiful historic home and improving its overall value. In Culture Renovation, the head of the world’s leading HR research firm—the Institute for Corporate Productivity (i4cp)—Kevin Oakes provides tangible, tactical insights drawn from a robust data set and informed by CEOs and HR leaders at many of the world’s top companies. You'll find everything you need to rebuild your corporate culture with care and expertise, including: Three phases and detailed action steps for architecting the change you want to see Practical insights and examples from T-Mobile, Microsoft, 3M, and other top companies The traits of a healthy corporate culture Proven talent practices to maintain your new culture for long-term success Oakes identifies 18 proven leadership actions for turning any culture into an agile, resilient, and innovative high-performance organization. You'll learn how to best understand the culture in place today and set a new cultural path for decades to come; develop a co-creation mindset; identify influencers and blockers; ferret out skeptics and non-believers; measure, monitor, and report progress; and implement “next practices” in talent strategies to sustain the renovation. Culture Renovation delivers everything you need to plan, build, and maintain a corporate culture that drives profits, growth, and business sustainability now and well into the future.

Thorough yet concise, ESSENTIALS OF STRATEGIC MANAGEMENT, Third Edition, is a brief version of the authors' market-leading text STRATEGIC MANAGEMENT: AN INTEGRATED APPROACH. Following the same framework as the larger book, ESSENTIALS helps students identify and focus on core concepts in the field in a more succinct, streamlined format. Based on real-world practices and current thinking, the text's presentation of strategic management features an increased emphasis on the business model concept as a way of framing the issues of competitive advantage. Cutting-edge research, new strategic management theory, and a hands-on approach allow students to explore major topics in management, including corporate performance, governance, strategic leadership, technology, and business ethics. In addition, a high-quality case program examines small, medium, and large companies--both domestic and international--so that students gain experience putting chapter concepts into real-world practice in a variety of scenarios. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

Organizational culture is a quiet, but driving, influence on our perception of a company, whether as a consumer or as an employee. For instance, we know Southwest Airlines as laid back and friendly. We think of Google as innovative. To almost every well-known company we can assign a character. It is now well recognized that corporate culture has a significant impact on organizational health and performance. Yet, the concept of corporate culture and culture management is too often tantalizingly elusive. In this book, Flamholtz and Randle define culture, identifying and explaining the five key dimensions that determine it: a customer orientation; a people orientation; a process orientation; strong standards of performance and accountability; innovation and openness to change. They explain why culture is a critical factor in organizational success and failure—a key determinant of financial performance. Then, they provide a theoretically sound, highly practical, and field-tested method for managing corporate culture—presenting a set of international and domestic cases that show how actual companies have leveraged culture as the ultimate source of sustainable competitive advantage. In addition to well-known companies such as Starbucks, Ritz-Carlton, American Express, IBM, and Toyota, the text presents lesser known culture stars, such as Smartmatic and Infogix. While other titles on culture have focused too heavily on the organization as a psychological being, or on academic studies of culture as a business lever, Corporate Culture draws on empirics to present a go-to, must-read guide for leveraging corporate culture as a source of competitive advantage and as a means of impacting the bottom line.

Companies are increasingly facing intense pressures to address stakeholder demands from every direction: consumers want socially responsible products; employees want meaningful work; investors now screen on environmental, social, and governance criteria; "clicktivists" create social media storms over company missteps. CEOs now realize that their companies must be social as well as commercial actors, but stakeholder pressures often create trade-offs with demands to deliver financial performance to shareholders. How can companies respond while avoiding simple "greenwashing" or "pinkwashing"? This book lays out a roadmap for organizational leaders who have hit the limits of the supposed win-win of shared value to explore how companies can cope with real trade-offs, innovating around them or even thriving within them. Suggesting that the shared-value mindset may actually get in the way of progress, bestselling author Sarah Kaplan shows in

*The 360° Corporation how trade-offs, rather than being confusing or problematic, can actually be the source of organizational resilience and transformation.
The Far Right Today
How Winning Companies Close the Strategy-to-Execution Gap
Sustaining Change in Organizations
How to Lead People and Organizations to Ultimate Success
Competitive Advantage
Advanced Leadership Insights*

Now available in paperback, with an all new Reader's guide, The New York Times and Business Week bestseller Co-opetition revolutionized the game of business. With over 40,000 copies sold and now in its 9th printing, Co-opetition is a business strategy that goes beyond the old rules of competition and cooperation to combine the advantages of both. Co-opetition is a pioneering, high profit means of leveraging business relationships. Intel, Nintendo, American Express, NutraSweet, American Airlines, and dozens of other companies have been using the strategies of co-opetition to change the game of business to their benefit. Formulating strategies based on game theory, authors Brandenburger and Nalebuff created a book that’s insightful and instructive for managers eager to move their companies into a new mind set.

Building Family Business Champions provides a theoretically sound and practical framework for understanding the challenges that family businesses face. Drawing on three decades of consulting with more than 250 companies, their own experience running a family-owned firm, and sound research, Eric G. Flamholtz and Yvonne Randle explain that the success of these companies hinges upon the dual management of family functionality and the company’s infrastructure. They present a set of managerial tools for planning, structuring the business, measuring performance, and managing culture. After laying this groundwork, they attend to issues that uniquely pertain to these companies, such as succession and the challenges of familial dysfunction. Finally, the book offers a set of short self-assessments that can be used in any family business. Richly illustrated with stories of companies at various stages of growth from around the globe, this book provides a comprehensive guide for building businesses that thrive from generation to generation.

Learn how to unleash the power of brand-culture fusion to achieve sustainable competitive advantage and new growth. "This compelling book shows how to connect the image you present to the outside world with the values and norms that operate inside your world of work." --Adam Grant, New York Times bestselling author of Originals and Give and Take "Denise Lee Yohn hit a home run with her first book, What Great Brands Do. Now she's written FUSION and it is just as provocative. Denise proves beyond a shadow of a doubt that great companies are powered by brand-culture fusion. I highly recommend this book!" --Ken Blanchard, Coauthor, The New One Minute Manager®, Coeditor, Servant Leadership in Action Internal culture + External brand = FUSION For years, leaders at companies like Southwest, Starbucks, and Google have done something differently that's put their organizations at the top of "the most admired companies," "best brands," and "great workplaces" lists. They don't often talk about that "something" specifically in terms of brand-culture fusion, but, as author Denise Lee Yohn reveals, aligning and integrating their brands and cultures is precisely how they've achieved their successes. Independently, brand and culture are powerful, unsung business drivers. But Denise shows that when you fuse the two together to create an interdependent and mutually reinforcing relationship between them, you create organizational power that isn't possible by simply cultivating one or the other alone. Through detailed case studies from some of the world's greatest companies (including Amazon, Airbnb, Adobe, Nike, and Salesforce), exclusive interviews with company executives, and insights from Denise's 25+ years working with world-class brands, FUSION provides readers with a roadmap for increasing competitiveness, creating measurable value for customers and employees, and future-proofing their business. This is a must-read for readers interested in workplace culture, brand management, strategy, leadership, employee experience, employee engagement, integration, branding, and organization development.

In a global survey by the Katzenbach Center, 80 percent of respondents believed that their organization must evolve to succeed. But a full quarter of them reported that a change effort at their organization had resulted in no visible results. Why? The fate of any change effort depends on whether and how leaders engage their culture: the self-sustaining patterns of behaving, feeling, thinking, and believing that determine how things are done in an organization. Culture is implicit rather than explicit, emotional rather than rational—that’s what makes it so hard to work with, but that’s also what makes it so powerful. For the first time, this book lays out the Katzenbach Center’s proven methodology for identifying your culture’s three most critical elements: traits, characteristics that are at the heart of people’s emotional connection to what they do; keystone behaviors, actions that would lead your company to succeed if they were replicated at a greater scale; and authentic informal leaders, people who have a high degree of “emotional intuition” or social connectedness. By leveraging these critical few elements, you can tap into a source of catalytic change within your organization. People will make an emotional, not just a rational, commitment to new initiatives. You will elicit enthusiasm and creativity and build the kind of powerful company that people recognize for its innate value and effectiveness.

*The 9/11 Commission Report
Final Report of the National Commission on Terrorist Attacks Upon the United States
How Strategy Really Works
CONTEMPORARY RESEARCH IN COMMERCE & MANAGEMENT, VOLUME – 1
The Brand-Driven CEO*

*A Proven Approach to Leading Large-Scale Change
Explains how companies must pinpoint business strategies to a few critically important choices, identifying common blunders while outlining simple exercises and questions that can guide day-to-day and long-term decisions.*

There is significant evidence that an effective organizational culture provides a major competitive edge—higher levels of employee and customer engagement and loyalty translate into higher growth and profits. Many business leaders know this, yet few are doing much to improve their organizations’ cultures. They are discouraged by misguided beliefs that an executive’s tenure and an organization’s attention span are too short for meaningful transformation. James Heskett provides a roadmap for achievable and fast-paced culture change. He demonstrates that an effective culture supplies the trust that makes managing change of all kinds easier. It provides a foundation on which changes in strategy can be based, and it’s a competitive edge that can’t easily be hacked or copied. Examining leading companies around the world, Heskett details how organizational culture makes employees more loyal, more productive, and more creative. He discusses how to quantify its effects in order to sell the notion of culture change to the organization and considers how to preserve an organization’s culture in the face of the trend toward remote work hastened by the COVID-19 pandemic. Showing how leadership can bring about significant changes in a surprisingly short time span, Win from Within offers a playbook for developing and deploying culture that enables outsized results. It is a groundbreaking demonstration of organizational culture’s role as a foundation for strategic success—and its measurable impact on the bottom line.

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?

The role of human resources is no longer limited to hiring, managing compensation, and ensuring compliance. Learn the skills HR professionals need to become key partners in leading their organizations.

*Leading Change
Win from Within
The Rise and Fall and Reinvention of a Global Icon
Organizational Climate and Culture
Handbook for Strategic HR*

From Stakeholder Trade-offs to Transformation

The Encyclopedia of Creativity is the sourcebook for individuals seeking specialized information about creativity and motivation. Subjects include theories of creativity, techniques for enhancing creativity, individuals who have made significant contributions to creativity, physiological aspects of creativity, and virtually any topic that touches upon the subject. Entries are

placed in alphabetical order with cross-references to other topics and entries where appropriate. Each entry is written in simple easy-to-understand terms summarizing the most important aspects of creative research and writing relating to the specific topic. A bibliography in the back of each article suggests additional sources for more information. The text is visually enhanced throughout by illustrations and photographs. A source-book of specialized information about creativity and motivation Includes virtually any topic dealing with creativity Entries are placed in alphabetical order with cross-references Written in easy-to-understand terms Illustrations and photographs throughout Contains select biographies of internationally renowned creative individuals from throughout history

Does Your Company Culture Fit Your Business Strategy? A high-performing company culture can translate into happy employees, a productive and engaging work environment, and fluid communications. To help you define and create a culture that works in today's competitive world, Entrepreneur's community of small business owners and entrepreneurs share their battle-tested strategies, hard-won advice, and secrets behind what works and what doesn't. Entrepreneur Voices on Company Culture will help you to: Create a culture that fits your brand and leadership style Hire the right team that will support your mission Increase your team's productivity without causing burnout Retain your best employees with creative and effective appreciation Avoid the tragic mistakes made by companies that have come before you Plus, learn how WP Engine's CEO realized cultures can be created by accident, why Raising Cane's makes every employee spend time as a fry cook, and how the founder of Blue Fish stayed afloat after everyone quit on the same day.

Corporate CultureThe Ultimate Strategic AssetStanford University Press

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The Ultimate Strategic Asset