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Beyond Performance How Great Organizations Build Ultimate Competitive Advantage

Andrea S. Kramer, Alton B. Harris



Beyond Performance How Great Organizations Build Ultimate Competitive Advantage:

Beyond Performance Scott Keller, Colin Price, 2011-06-01 The secret of achieving and sustaining organizational excellence revealed In an ever changing world where only a third of excellent organizations stay that way over the long term and where even fewer are able to implement successful change programs leaders are in need of big ideas and new tools to thrive In *Beyond Performance* McKinsey Company's Scott Keller and Colin Price give you everything you need to build an organization that can execute in the short run and has the vitality to prosper over the long term Drawing on the most exhaustive research effort of its kind on organizational effectiveness and change management Keller and Price put hard science behind their big idea that the health of an organization is equally as important as its performance In the book's foreword management guru Gary Hamel refers to this notion as a new manifesto for thinking about organizations The authors illustrate why copying management best practices from other companies is more dangerous than helpful Clearly explains how to determine the mutually reinforcing combination of management practices that best fits your organization's context Provides practical tools to achieve superior levels of performance and health through a staged change process aspire assess architect act and advance Among these are new techniques for dealing with those aspects of human behavior that are seemingly irrational and therefore confound even the smartest leaders yet entirely predictable Ultimately building a healthy organization is an intangible asset that competitors copy at their peril and that enables you to skillfully adapt to and shape your environment faster than others giving you the ultimate competitive advantage

Beyond Performance ,2017 *Beyond Performance*

Scott Keller, Colin Price, 2011-06-21 The secret of achieving and sustaining organizational excellence revealed In an ever changing world where only a third of excellent organizations stay that way over the long term and where even fewer are able to implement successful change programs leaders are in need of big ideas and new tools to thrive In *Beyond Performance* McKinsey Company's Scott Keller and Colin Price give you everything you need to build an organization that can execute in the short run and has the vitality to prosper over the long term Drawing on the most exhaustive research effort of its kind on organizational effectiveness and change management Keller and Price put hard science behind their big idea that the health of an organization is equally as important as its performance In the book's foreword management guru Gary Hamel refers to this notion as a new manifesto for thinking about organizations The authors illustrate why copying management best practices from other companies is more dangerous than helpful Clearly explains how to determine the mutually reinforcing combination of management practices that best fits your organization's context Provides practical tools to achieve superior levels of performance and health through a staged change process aspire assess architect act and advance Among these are new techniques for dealing with those aspects of human behavior that are seemingly irrational and therefore confound even the smartest leaders yet entirely predictable Ultimately building a healthy organization is an intangible asset that competitors copy at their peril and that enables you to skillfully adapt to and shape your environment faster than others

giving you the ultimate competitive advantage **Leading Organizations** Scott Keller, Mary Meaney, 2017-04-24 The guide for all leaders and senior managers offering the answers to critical questions on organizational design and management Every year over 10 000 business books are published and that's before you add in the hundreds of thousands of articles blogs and video lectures that are produced Leaders can't possibly hope to digest it all and writers increasingly sensationalize and spin their ideas in order to be noticed The result Put quite simply the field of management thinking is in danger of losing the plot In this new book Scott Keller and Mary Meaney Senior Partners at McKinsey Company the world's preeminent management consultancy cut to the chase by answering the 10 most important and timeless questions that every leader needs to answer in order to maximize the performance and health of their organization What's more the authors recognize that great leaders may not have time for long-winded business books In **Leading Organizations** answers are kept to the essentials hard facts counter intuitive insights and practical steps all presented in an accessible and highly visual format If there's one essential business book you should read ever it's this one **Beyond Performance 2.0** Scott Keller, Bill Schaninger, 2019-07-11 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 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** **Beyond Bias** Andrea S. Kramer, Alton B. Harris, 2023-05-16 Despite extensive and costly diversity initiatives little progress has been made in recent years in ending workplace gender inequality **Beyond Bias** presents a compelling explanation of the reasons for this failure Current diversity initiatives focus primarily on teaching people to be less biased and more inclusive But this is the wrong focus As **Beyond Bias** makes clear workplace gender inequality is a systemic problem caused largely by the unintended discriminatory operation of personnel systems policies and practices **Beyond Bias** presents the four-prong PATH program for directly attacking this

structural discrimination and with it individuals discriminatory conduct Prioritize Elimination of Exclusionary Behavior Adopt Bias free Methods of Decision Making Treat Inequality in the Home as a Workplace Problem Halt Unequal Performance Evaluations and Leadership Development Opportunities In the authors characteristically clear and engaging style Beyond Bias lays out a comprehensive set of actions that organizations can take to ensure women no longer encounter gendered obstacles to their career advancement and find their workplaces engaging supportive places where they and everyone can thrive Advance Praise for Beyond Bias Beyond Bias offers a curated introduction to the literature on workplace gender bias and many concrete steps organizations can take to interrupt bias by providing more structure in their business systems Joan C Williams Author of Bias Interrupted Creating Inclusion for Real and for Good Harvard Business Review Press 2021 Beyond Bias s actionable best practices equip leaders with the tools to create an equitable and more productive workplace that allows everyone to thrive The must read for every leader who is serious about positioning their organization for success in the 21st century David G Smith PhD Johns Hopkins University one where DE I is more than hope it becomes a reality Andi Simon Ph D Corporate Anthropologist and CEO Simon Associates Management Consultants Here it is We ve long been in pursuit of creating a bias free workplace what is needed to unlock so much potential and profit for our businesses Yet so many companies have put in place huge efforts that have failed Through their PATH program Andie and Al show us how big goals are met through small wins Focus on the seemingly small practices they outline that compound over time and you and your organization will reach the goal we all seek Lee Caraher CEO Double Forte Author of Millennials Management and The Boomerang Principle and host of Everything Speaks **Accelerating Performance** Colin Price, Sharon Toye, 2017-01-04 Transform your organization into a dynamic catalyst for success Accelerating Performance is not just another warm and fuzzy change management book it s a practical comprehensive data driven action plan for picking up the pace and achieving more Co written by one of the authors of Beyond Performance this book draws on a combination of empirical research and decades of experience advising global companies to show you how to reduce time to value by building and changing momentum more quickly than your competitors The META framework short for Mobilize Execute and Transform with Agility offers advice for leading change at four levels strategy the organization teams and individuals In addition to step by step guidance toward assessment planning and implementation the book offers A diagnostic tool for leaders teams and organizations to assess their starting place and highlight the specific areas needed to improve the ability to accelerate performance A detailed look at the factors proven to create drag and drive at each of the four levels strategy organizations teams and individuals An exploration of the 39 differentiating actions that organizations can combine as dictated by their strategy and context into a winning recipe A closer look at the practices of 23 superaccelerators a global and perhaps unexpected mix of companies that have demonstrated a consistent ability to accelerate performance A single taste of success is all it takes to spark change but the hard work of following through requires constant vigilance and a plan Learn how to capture that drive bottle it and use it to

sustain motivation inspiration and achievement Deliver at the highest level and then turn around and do even better next time Accelerating Performance gives leaders a step by step framework for taking action and transforming their organizations teams and even themselves starting today The Leadership Capital Index Dave Ulrich,2015-10-19 When it comes to evaluating a firm leadership matters We know that financial outcomes can predict about 50 percent of a firm s market value Intangibles like strategy brand talent R D innovation risk and so on account for the rest But leadership underlies them all And despite how important we know it is we ve been forced to rely on subjective and unreliable ways to measure its impact until now In this landmark book leadership scholar author and consultant Dave Ulrich proposes a leadership capital index a Moody s or Standard and Poor s rating for leadership Drawing on research from investors and business leaders and synthesizing the work of dozens of consulting firms and leadership experts Ulrich analyzes two broad domains each comprising five factors The individual domain includes personal qualities strategic prowess execution proficiency interpersonal skills and fit between the leader s style and the organization s market promises The organizational domain encompasses a leader s ability to create customer focused cultures manage talent demand accountability use information to gain competitive advantage and set up work processes to deal with change Ulrich details rigorous metrics and methods for evaluating leaders on each of these factors The result is a groundbreaking book that will be of vital interest not only to equity and debt investors but also to boards of directors executive teams human resource and leadership development professionals government and ratings agencies and of course to leaders themselves

Managing for performance excellence Kurt Verweire,Regine Slagmulder,Koen Dewettinck,2012-05-24 Managing for Performance Excellence provides practitioners with an integrative framework that highlights the key ingredients of an effective approach to performance management It describes the formal process of planning measuring and monitoring performance that companies need to develop as the first step towards becoming a highperforming organisation As the numerous examples show a well functioning process by itself does not guarantee enduring success Based on an in depth analysis of real life situations the authors draw attention to potential pitfalls and highlight four concrete performance management challenges that companies need to address clear strategic focus engaging climate collaborative structure and solid information infrastructure Performance management is examined from a number of different perspectives with ample illustrations and practical guidelines against which readers can benchmark their own organisations These insights are a product of the multidisciplinary pool of expertise present at Vlerick Leuven Gent Management School a school renowned for its successful mix of academic knowledge and business relevance

The CEO Playbook for Strategic Transformation Scott A. Snell,2024-08-13 There is no CEO task more significant than leading change in an organization whose old business model needs updating Large scale change involves rethinking how to engage customers partners and suppliers with new technology and hard decisions about how to reorganize internal operations plus the challenges of executing the transformation The stakes are high filled with risk and reward obvious to all

and it often fails Why Most organizations aren't built for change they're designed for stability scale and repetition Too many things can go wrong from natural organizational resistance and inertia to lack of strategic focus to execution problems And yet organizations today must be more dynamic than ever before Strategy is dynamic not static and requires agility nimbleness rapid resource deployment and organizational change This practical playbook helps CEOs and other key leaders reduce the risks and see through the overwhelming complexity of a major change in organizational strategy Unlike many other books on leading change that focus narrowly on overcoming resistance The CEO Playbook for Strategic Transformation offers a comprehensive framework involving 4 major tasks for leaders 1 Establish and Communicate the Urgent Need 2 Engage Stakeholders 3 Mobilize the Organization and 4 Develop Organizational Agility Leaders who guide their organizations through these stages are far more likely to succeed than those who lack a playbook Professor Scott Snell shares insights based on years of experience working with organizations undergoing change He also provides a set of self-assessments frameworks for action and interventions to help senior leaders succeed at their most challenging and important task

The Top Books of the Year Beyond Performance How Great Organizations Build Ultimate Competitive Advantage The year 2023 has witnessed a remarkable surge in literary brilliance, with numerous compelling novels captivating the hearts of readers worldwide. Lets delve into the realm of top-selling books, exploring the engaging narratives that have captivated audiences this year. The Must-Read : Colleen Hoover's "It Ends with Us" This heartfelt tale of love, loss, and resilience has captivated readers with its raw and emotional exploration of domestic abuse. Hoover expertly weaves a story of hope and healing, reminding us that even in the darkest of times, the human spirit can succeed. Uncover the Best : Taylor Jenkins Reids "The Seven Husbands of Evelyn Hugo" This captivating historical fiction novel unravels the life of Evelyn Hugo, a Hollywood icon who defies expectations and societal norms to pursue her dreams. Reids absorbing storytelling and compelling characters transport readers to a bygone era, immersing them in a world of glamour, ambition, and self-discovery. Beyond Performance How Great Organizations Build Ultimate Competitive Advantage : Delia Owens "Where the Crawdads Sing" This evocative coming-of-age story follows Kya Clark, a young woman who grows up alone in the marshes of North Carolina. Owens crafts a tale of resilience, survival, and the transformative power of nature, entrancing readers with its evocative prose and mesmerizing setting. These bestselling novels represent just a fraction of the literary treasures that have emerged in 2023. Whether you seek tales of romance, adventure, or personal growth, the world of literature offers an abundance of captivating stories waiting to be discovered. The novel begins with Richard Papen, a bright but troubled young man, arriving at Hampden College. Richard is immediately drawn to the group of students who call themselves the Classics Club. The club is led by Henry Winter, a brilliant and charismatic young man. Henry is obsessed with Greek mythology and philosophy, and he quickly draws Richard into his world. The other members of the Classics Club are equally as fascinating. Bunny Corcoran is a wealthy and spoiled young man who is always looking for a good time. Charles Tavis is a quiet and reserved young man who is deeply in love with Henry. Camilla Macaulay is a beautiful and intelligent young woman who is drawn to the power and danger of the Classics Club. The students are all deeply in love with Morrow, and they are willing to do anything to please him. Morrow is a complex and mysterious figure, and he seems to be manipulating the students for his own purposes. As the students become more involved with Morrow, they begin to commit increasingly dangerous acts. The Secret History is a brilliant and thrilling novel that will keep you wondering until the very end. The novel is a cautionary tale about the dangers of obsession and the power of evil.

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