

Holacracy: The Revolutionary Management System That Abolishes Hierarchy

The marketing playbook for the Subscription Economy, now in its 3rd edition Subscriptions are upending industries and reshaping customer expectations. Have you changed your marketing practices to thrive in this new reality? A successful subscription business is built on lasting relationships, not one-time sales. Stop chasing sales and start creating value. The third edition of this ground-breaking book offers updated advice for solopreneurs, small businesses, fast-growing start-ups, and large enterprises alike.

You'll find creative practices that will help you build and sustain the customer relationships that lead to long-term success. The revised third edition includes: – Updated research and case studies reflecting the rapid growth of subscription-based businesses – New chapters focusing on the needs of solopreneurs or small businesses and entrepreneurs/start-ups. – An expanded look at the risks and rewards of values-based marketing Whether you already have subscription revenues or you want to build an ongoing relationship with existing customers, you can adopt the practices and mindsets of the most successful subscription businesses. Find out why Book Authority considers Subscription Marketing to be one of the top marketing strategy books of all time.

Every time humanity has shifted to a new stage of consciousness in the past, it has invented a new way to structure and run organizations, each time bringing breakthroughs in collaboration. The organizations researched for this book have already "cracked the code." Their founders have fundamentally questioned every aspect of management and have come up with entirely new organizational methods. This book describes in practical detail how organizations large and small can operate in this new paradigm.

You work in a team of skilled professionals. Yet somehow, things are not running smoothly. There is a lack of clarity about who does what, which creates tensions. Small issues escalate and can stop the team in its tracks. Opportunities are lost and team productivity falters. Holacracy upgrades your team and organization to breakthrough productivity. Building on the foundations of Getting Things Done and Agile principles, Holacracy introduces a new, purpose-driven way to get work done. You will learn how tensions are not a thing to be avoided, but the key to driving meaningful change.

Holacracy is a practical, proven framework that has been embraced by leading companies like Zappos and Springest. Written as a business novel, this book offers you a gripping story of the journey of a struggling team that decides to adopt Holacracy. The story: Portland, Oregon. Neil, manager of a marketing team, has just landed a promising deal that could mean a breakthrough for the company. Will he and his team succeed in upgrading their performance, knowing that their current way of working and making decisions is their biggest obstacle?

A radical manifesto about doing what you love Andy Merrifield offers a passionate tribute to the revolutionary spirit of the amateur—a figure who thinks outside the box, takes risks, dreams the impossible dream, seeks independence, and carves out a new world. Merrifield celebrates such square pegs as Charles Baudelaire, Fyodor Dostoevsky, Edward Said, Guy Debord, Hannah Arendt, and Jane Jacobs, each of whom shows us a path of unconventional wisdom and freedom. The Amateur advocates urgently for the liberated life, one that creates the space to question authority.

Corporate Rebels

The New IT: How Technology Leaders are Enabling Business Strategy in the Digital Age Well-Designed

3D Management, an Integral Theory for Organisations in the Vanguard of Evolution

A Guide to Creating Organizations Inspired by the Next Stage of Human Consciousness

Getting Started With Holacracy: Upgrading Your Team's Productivity

Social and Business Decisions

Blockchain technology is powering our future. As the technology behind cryptocurrencies like bitcoin and Facebook's Libra, open software platforms like Ethereum, and disruptive companies like Ripple, it's too important to ignore. In this revelatory book, Don Tapscott, the bestselling author of Wikinomics, and his son, blockchain expert Alex Tapscott, bring us a brilliantly researched, highly readable, and essential book about the technology driving the future of the economy. Blockchain is the ingeniously simple, revolutionary protocol that allows transactions to be simultaneously anonymous and secure by maintaining a tamperproof public ledger of value. Though it's best known as the technology that drives bitcoin and other digital currencies, it also has the potential to go far beyond currency, to record virtually everything of value to humankind, from birth and death certificates to insurance claims, land titles, and even votes. Blockchain is also essential to understand if you're an artist who wants to make a living off your art, a consumer who wants to know where that hamburger meat really came from, an immigrant who's tired of paying big fees to send money home to your loved ones, or an entrepreneur looking for a new platform to build a business. And those examples are barely the tip of the iceberg. As with

major paradigm shifts that preceded it, blockchain technology will create winners and losers. This book shines a light on where it can lead us in the next decade and beyond.

Holacracy is a revolutionary management system that redefines management and turns everyone into a leader. Holacracy distributes authority and decision-making throughout an organization, and defines people not by hierarchy and titles, but by roles. Holacracy creates organizations that are fast, agile, and that succeed by pursuing their purpose, not following a dated and artificial plan. This isn't anarchy – it's quite the opposite. When you start to follow Holacracy, you learn to create new structures and ways of making decisions that empower the people who know the most about the work you do: your frontline colleagues. Some of the many champions of Holacracy include Tony Hsieh, CEO of Zappos (author of the #1 New York Times bestseller *Delivering Happiness*), Evan Williams (co-founder of Blogger, Twitter, and Medium), and David Allen.

What's the secret to a company's continued growth and prosperity? Internationally known marketing expert Al Ries has the answer: focus. His commonsense approach to business management is founded on the premise that long-lasting success depends on focusing on core products and eschewing the temptation to diversify into unrelated enterprises. Using real-world examples, Ries shows that in industry after industry, it is the companies that resist diversification, and focus instead on owning a category in consumers' minds, that dominate their markets. He offers solid guidance on how to get focused and how to stay focused, laying out a workable blueprint for any company's evolution that will increase market share and shareholder value while ensuring future success.

This insightful Research Agenda provides reflections on the state of the international business and management discipline and also highlights important future topics for research, as well as sharing a range of thought-provoking ideas on key subjects from externalization theory to emerging market economies to societal crises and modern slavery.

A Holonomic Theory of the Evolution of Consciousness

Eliminating Complexity, Adding Value

Strategies, Reflections and Tools

Many Voices One Song

Scaling Startups from 10 to 10,000 People

A Research Agenda for International Business and Management

Escape the Complexity Trap and Get to Work That Matters

Introducing a Powerful New Business Model for Today's IT Blogger, speaker, software executive, and bestselling author Jill Dyché has been thinking about leadership a lot lately. Having consulted with business and IT executives with Fortune 500 companies for most of her career, she has heard a common refrain: "What should we do about shadow IT?" She's decided to address the answer head-on. With the onslaught of cloud solutions, consumerization of technology, and increasingly tech-savvy business people, it's time for a manifesto for leaders who recognize—and are nervous about—the demands of the digital age. Whether you're an executive, department head, or IT manager, *The New IT* provides an action-ready blueprint for building and strengthening the role of IT in your company—and prescribing IT's future. Learn how to: ASSESS your current and future IT profile ALIGN your IT organization with business priorities MAP technology delivery plans according to business priorities ORGANIZE IT according to your company's culture and strengths REDEFINE innovation and talent management practices BUILD a stronger and enduring role for IT as a business partner By using field-tested techniques to align your IT department with your corporate objectives, you can leverage the power of technology across the entire company. The *New IT* provides a set of tactical and experienced-based frameworks to help you and your colleagues conceive a new roadmap. It also includes real-world case studies and best practices from successful, technology-enabled companies such as Toyota, Merck, Brooks Brothers, Union Bank, and many others. You'll hear from major industry pioneers, IT thought leaders, and other change agents who are leading the way in this new frontier. And you'll learn how to bring your business and IT together in a way that is truly transformative. The new IT is more than computing power. It balances strategy and delivery. It's interactive and inclusive. It's as omnipresent as the smart phone and just as revolutionary. It equips you with the tools you need to succeed in reframing the IT conversation and propelling your business forward. Praise for *The New IT* "Jill has penned a de Toquevillean map of the digital world. Should be a required text for every business leader in the country." Thornton May, futurist and author of *The New Know* "Enterprise IT has reached an inflection point in how services are delivered and consumed, requiring our profession to undertake a transformation of our own. Jill Dyché describes well the challenges we face, how to assess them, and how to take action to complete the journey toward modern enterprise IT." Kimberly Stevenson, Vice President and Chief Information Officer, Intel "Conversational, intuitive, and intelligent, this book goes right to the heart of governance (control), innovation (change), identity (authority), relevance (alignment), and influence (strategy). It's a timely book that should be read by executives across organizations." Peter Marx, Chief Innovation and Technology Officer, City of Los Angeles "A highly readable, entertaining book that will help CIOs and their executive partners address the ongoing challenge of converting IT from a strategic liability to a strategic asset." Peter Weill and Jeanne Ross, MIT Center for Information Research and authors of *IT Governance* "Everywhere I go I hear complaints about the old IT. Jill Dyché's book provides a comprehensive roadmap to changing IT to suit our analytical, consumer-driven, bring-your-own-device times!" Thomas H. Davenport, Distinguished Professor, Babson College, and author of *Competing on Analytics and Big Data @ Work*

Imagine what you could do with the time you spend writing emails every day. Complexity is

killing companies' ability to innovate and adapt, and simplicity is fast becoming the competitive advantage of our time. Why Simple Wins helps leaders and their teams move beyond the feelings of frustration and futility that come with so much unproductive work in today's corporate world to create a corporate culture where valuable, essential, meaningful work is the norm. By learning how to eliminate redundancies, communicate with clarity, and make simplification a habit, individuals and companies can begin to recognize which activities are time-sucks and which create lasting value. Lisa Bodell's simplification method has several unique principles: Simplification is a skill that's available to us all, yet very few leaders use it. Simplification is the right thing to do--for our customers, for our company, and for each other. Operating with simplification as our core business model will make it easier to be respectful of each other's time. Simplification drives culture, and culture in turn drives employee engagement, customer relations, and overall productivity. This book is inspired by Bodell's passion for eliminating barriers to innovation and productivity. In it, she explains why change and innovation are so hard to achieve--and it's not what you might expect. The reality is this: we spend our days drowning in mundane tasks like meetings, emails, and reports. These are often self-created complexities that prevent us from getting to the meaningful work that truly matters. Using simple stories and techniques, Why Simple Wins shows that by using simplicity as an operating principle, we can eliminate the busy work that puts a chokehold on us every day, and instead spend time on the work that we value.

From award-winning Wall Street Journal reporters, "a startling portrait of one of our greatest tech visionaries, Zappos CEO Tony Hsieh" (Robert Kolker, author of Hidden Valley Road), reporting on his short life and untimely death and what they mean for our culture's pursuit of happiness. Tony Hsieh--CEO of Zappos, Las Vegas developer, and all-around beloved entrepreneur--was famous for spreading happiness. He lived and breathed this philosophy, instilling an ethos of joy at his company and outlining his vision for a better workplace in his New York Times bestseller Delivering Happiness. He promoted a workplace where bosses treated employees like family members, where stress was replaced by playfulness, and where hierarchies were replaced with equality and collaboration. His outlook shaped Silicon Valley and the larger business world. Hsieh used his position at work to integrate levity into a normally competitive environment. He aspired to build his own utopian cities, pouring millions of dollars into real estate and small businesses, first in downtown Las Vegas, Nevada--where Zappos was headquartered--and then in Park City, Utah. He gave generously to his employees and close friends, including throwing infamous Zappos parties and organizing gatherings at his home, an Airstream trailer park. When Hsieh died suddenly in November of 2020, the news shook the business and tech world. Wall Street Journal reporters Kirsten Grind and Katherine Sayre quickly realized the importance of the story because of Hsieh's stature in the industry, but as they dug into the details of his final months, they realized there was a bigger story to tell. They found that Hsieh's obsession with happiness masked his darker struggles with addiction, mental health, and loneliness. In the last year of his life, he spiraled out of control, cycling out of rehab and into the waiting arms of friends who enabled his worst behavior, even as he bankrolled them from his billion-dollar fortune. Happy at Any Cost sheds light on one of the most venerated, yet vulnerable, business leaders of our time. It's about our culture's intense need to find "happiness" at all costs, our misguided worship of entrepreneurs, the stigmas still surrounding mental health, and how the trappings of fame can mask all types of deeper problems. In turn, it reveals how we conceptualize success--and define happiness--in our modern age.

Urban gardeners. Native seed-saving collectives. Ecovillage developments. What is the connection between these seemingly disparate groups? The ecological design system of permaculture is the common thread that weaves them into a powerful, potentially revolutionary--or reevolutionary--movement. Permaculture is a philosophy based on common ethics of sustainable cultures throughout history that have designed settlements according to nature's patterns and lived within its bounds. As a movement that has been building momentum for the past 40 years, it now is taking form as a growing network of sites developed with the intention of regenerating local ecologies and economies. Permaculture strategies can be used by individuals, groups, or nations to address basic human needs such as food, water, energy, and housing. As a species, humans are being called forth to evolve, using our collective intelligence to meet the challenges of the future. Yet if we are to survive our collective planetary crisis, we need to revisit history, integrating successful systems from sustainable cultures. To boldly confront our position on the brink of the earth's carrying capacity and make changes that incorporate the wisdom of the past is truly revolutionary. Sustainable Revolution features the work of a worldwide network of visionaries, including journalists, activists, indigenous leaders and permaculturists such as David Holmgren, Vandana Shiva, Charles Eisenstein, Starhawk, Erik Assadourian, Victoria Tauli-Corpuz, Albert Bates, and Geoff Lawton. This beautifully photographed collection of profiles, interviews, and essays features 60 innovative community-based projects in diverse climates across the planet. Edited by anthropologist Juliana Birnbaum Fox and award-winning activist filmmaker Louis Fox, it can be read as an informal ethnography of an international culture that is modeling solutions on the cutting edge of social and environmental change. The research presented in the book frames the permaculture movement as a significant ally to marginalized groups, such as the urban poor and native communities resisting

the pressures of globalization. Sustainable Revolution uplifts and inspires with its amazing array of dynamic activists and thriving, vibrant communities. From the Trade Paperback edition.

The Cambridge Handbook of the Law of the Sharing Economy

Organizational Change

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

Future Skills

Brave New Work

High Growth Handbook

The Revolutionary Vision and Fatal Quest of Zappos CEO Tony Hsieh

Well known technology executive and angel investor Elad Gil has worked with high growth tech companies like Airbnb, Twitter, Google, Instacart, Coinbase, Stripe, and Square as they've grown from small companies into global brands. Across all of these break-out companies, a set of common patterns has evolved into a repeatable playbook that Gil has codified in High Growth Handbook. Covering key topics including the role of the CEO, managing your board, recruiting and managing an executive team, M&A, IPOs and late stage funding rounds, and interspersed with over a dozen interviews with some of the biggest names in Silicon Valley including Reid Hoffman (LinkedIn), Marc Andreessen (Andreessen Horowitz), and Aaron Levie (Box), High Growth Handbook presents crystal clear guidance for navigating the most complex challenges that confront leaders and operators in high-growth startups. In what Reid Hoffman, cofounder of LinkedIn and co-author of the #1 NYT bestsellers The Alliance and The Startup of You calls "a trenchant guide," High Growth Handbook is the playbook for turning a startup into a unicorn.

In Holacracy, Brian J Robertson outlines a ground-breaking approach to organisation: no managers, only roles 'Holacracy is the opposite of the cliché way to run a start-up. It creates clarity: who is in charge of what, and who makes each kind of decision' Evan Williams, cofounder of Blogger, Twitter and Medium In traditional companies, managers make decisions, and workers execute the plan. But Holacracy is a revolutionary and tried-and-tested new system which turns everyone into a leader. The organisation looks like a nest of circles, not a pyramid -- but it's not anarchy. It's finally clear who should make each decision -- the person on the frontline has that authority -- and the organisation succeeds by adapting swiftly to pursue its purpose. In Holacracy, pioneer Brian Robertson explains how to adopt this system across your organisation -- and what you can do just within your department or for yourself -- and how to overcome any obstacles along the way.

Introduction to Business covers the scope and sequence of most introductory business courses. The book provides detailed explanations in the context of core themes such as customer satisfaction, ethics, entrepreneurship, global business, and managing change. Introduction to Business includes hundreds of current business examples from a range of industries and geographic locations, which feature a variety of individuals. The outcome is a balanced approach to the theory and application of business concepts, with attention to the knowledge and skills necessary for student success in this course and beyond.

This book focuses on the need of leaders in professional and personal realms to understand the importance of innovative thinking to safeguard sustainability and enhance satisfaction and motivation among stakeholders in organizations. It provides professionals with a set of reflective stances, cautionary points, and roadmaps that enable them to do the right thing. From crisis management to spiritual practices, and from pro-social concepts to social responsibility and sustainability: the common denominator is a collective and concerted effort to develop leadership behaviors and strategies to safeguard generations to come.

Happy at Any Cost

Moose Heads on the Table

One Page Talent Management, with a New Introduction

An Action-Oriented Toolkit

Identifying and Managing Unsolvable Problems

Shared Power with Sociocracy

How the Technology Behind Bitcoin Is Changing Money, Business, and the World

This Handbook grapples conceptually and practically with what the sharing economy - which includes entities ranging from large for-profit firms like Airbnb, Uber, Lyft, Taskrabbit, and Upwork to smaller, non-profit collaborative initiatives - means for law, and how law, in turn, is shaping critical aspects of the sharing economy. Featuring a diverse set of contributors from many academic disciplines and countries, the book compiles the most important, up-to-date research on the regulation of the sharing economy. The first part surveys the nature of the sharing economy, explores the central challenge of balancing innovation and regulatory concerns, and examines the institutions confronting these regulatory challenges, and the second part turns to a series of specific regulatory domains, including labor and employment law, consumer protection, tax, and civil rights. This groundbreaking work should be read by anyone interested in the dynamic relationship between law and the sharing economy.

About This Book This book, "Managing Digital: Concepts and Practices", is intended to guide a practitioner through the journey of building a digital-first viewpoint and the skills needed to thrive in the digital-first world. As such, this book is a bit of an experiment for The Open Group; it isn't structured as a traditional standard or guide. Instead, it is structured to show the key issues and skills needed at each stage of the digital journey, starting with the basics of a small digital project, eventually building to the concerns of a large enterprise. So, feel free to digest this book in stages — the section Introduction for the student is a good guide. The book is intended for both academic and industry training purposes.

This book seeks to provide guidance for both new entrants into the digital workforce and experienced practitioners seeking to update their understanding on how all the various themes and components of IT management fit together in the new world. About The Open Group Press The Open Group Press is an imprint of The Open Group for advancing knowledge of information technology by publishing works from individual authors within The Open Group membership that are relevant to advancing The Open Group mission of Boundaryless Information Flow™. The key focus of The Open Group Press is to publish high-quality monographs, as well as introductory technology books intended for the general public, and act as a complement to The Open Group Standards, Guides, and White Papers. The views and opinions expressed in this book are those of the author, and do not necessarily reflect the consensus position of The Open Group members or staff.

Holacracy The New Management System for a Rapidly Changing World Macmillan

A radical approach to growing high-quality talent--fast You know that winning in today's marketplace requires top-quality talent. You also know what it takes to build that talent--and you spend significant financial and human resources to make it happen. Yet somehow, your company's beautifully designed and well-benchmarked processes don't translate into the bottom-line talent depth you need. Why? Talent management experts Marc Effron and Miriam Ort argue that companies unwittingly add layers of complexity to their talent-building models--without evaluating whether those components add any value to the overall process. Consequently, simple activities like setting employee performance goals become multipage, headache-inducing time wasters that turn managers off and fail to improve results. Effron and Ort introduce a simple, powerful, scientifically proven approach to increase your ability to develop better leaders faster: One Page Talent Management (OPTM). Using the straightforward, easy-to-follow process described in this book, you will eliminate frustrating complexity, focus only on those components that add real value, and build transparency and accountability into every practice. Based on extensive research and experience in companies such as Avon Products, Bank of America, and Philips, One Page Talent Management shows you how to: Quickly identify high-potential talent without complex assessments Increase the number of "ready now" successors for key roles Generate 360-degree feedback that accelerates change in the most critical behaviors Significantly reduce the time required for managers to implement talent-building processes Do away with complexity and bureaucracy--and develop the high-quality talent you need, right now.

Digital Business Leadership

Leading & Collaborating in a Competitive World

Sustainable Revolution

Reinventing Organizations

Subscription Marketing

The Rise of Platform Cooperativism, a New Vision for the Future of Work and a Fairer Internet

Holacracy

Awaken, mobilize, accelerate, and institutionalize change. With a rapidly changing environment, aggressive competition, and ever-increasing customer demands, organizations must understand how to effectively adapt to challenges and find opportunities to successfully implement change. Bridging current theory with practical applications, *Organizational Change: An Action-Oriented Toolkit*, Third Edition combines conceptual models with concrete examples and useful exercises to dramatically improve the knowledge, skills, and abilities of students in creating effective change. Students will learn to identify needs, communicate a powerful vision, and engage others in the process. This unique toolkit by Tupper Cawsey, Gene Deszca, and Cynthia Ingols will provide readers with practical insights and tools to implement, measure, and monitor sustainable change initiatives to guide organizations to desired outcomes.

For those considering Extreme Programming, this book provides no-nonsense advice on agile planning, development, delivery, and management taken from the authors' many years of experience. While plenty of books address the what and why of agile development, very few offer the information users can apply directly.

Holacracy is a revolutionary management system that redefines management and turns everyone into a leader.

Holacracy distributes authority and decision-making throughout an organization, and defines people not by hierarchy and titles, but by roles. Holacracy creates organizations that are fast, agile, and that succeed by pursuing their purpose, not following a dated and artificial plan. This isn't anarchy - it's quite the opposite. When you start to follow Holacracy, you learn to create new structures and ways of making decisions that empower the people who know the most about the work you do: your frontline colleagues. Some of the many champions of Holacracy include Tony Hsieh, CEO of Zappos.com (author of the #1 New York Times bestseller *Delivering Happiness*), Evan Williams (co-founder of Blogger, Twitter, and Medium), and David Allen.

University level text. Some complex problems simply do not have "solutions." The key to being an effective leader is being able to recognize and manage such problems. *Polarity Management* presents a unique model and set of principles that will challenge you to look at situations in new ways. Also included are exercises to strengthen your skills, and case studies to help you begin applying the model to your own unsolvable problems.

Changes of Mind

How Firms Cope with Disruption

Ours to Hack and to Own

Blockchain Revolution

Innovative Leadership in Times of Compelling Changes

Make Work More Fun

Why Simple Wins

What does leadership look like in a company with no bosses? How do you develop a culture that allows self-managing organisations to thrive? What mindset and relational shifts are required? In this book, the authors share stories and insights from nearly twenty years of coaching teams and organisations to become self-managing. Rather than looking at complicated self-management frameworks and models, these pages reveal a perspective of organisational transformation based on the simple but powerful premise of facilitating different kinds of dialogues.

Society is now facing challenges for which the traditional management toolbox is increasingly inadequate. Well-grounded theoretical frameworks, such as systems thinking and cybernetics, offer general level interpretation schemes and models that are capable of supporting understanding of complex phenomena and are not impacted by the passage of time. This book serves the knowledge society to address the complexity of decision making and problem solving in the 21st century with contributions from systems and cybernetics. A multi-disciplinary approach has been adopted to support diversity and to develop inter- and trans-disciplinary knowledge within the shared thematic of problem solving and decision making in the 21st century. Its conceptual thread is cyber/systemic thinking, and its realisation is supported by a wide network of scientists on the basis of a highly participative agenda. The book provides a platform of knowledge sharing and conceptual frameworks developed with multi-disciplinary perspectives, which are useful to better understand the fast changing scenario and the complexity of problem solving in the present time.

This book provides specialists and executives with a clear, yet practical set of recommendations to meet the challenges of digital transformation and ensure

long-term success as a leader in a primarily digital business world. The authors describe the fundamental principles of digitization and its economic opportunities and risks, integrating them into a framework of classic and new management methods. The book also explores how increasing digitization – not only of communication, but of complete value chains – has led to a need to establish a digital business leadership. Digitization is changing people and markets: it causes the upheaval of entire industries, creates new digital-centric companies, and forces established companies to cope with the transformation activities associated with these digitization processes. New approaches and methods have to be learned, tried and tested patterns of thinking have to be explored, and last but not least, innovation activities have to be understood as continuous necessities. At the same time, digital business offers considerable opportunities for renewing competitive advantages, improving existing process structures and realigning products, services and business models.

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

Polarity Management

Collective Genius

How to Transform Your Organization from the Inside Out, Plus E-Book Inside (ePub, Mobi Oder Pdf)

Good to Great

Managing Digital

The Art of Agile Development

Although research on business model innovation is flourishing internationally, many important questions on the 'how', 'what', and 'when' of this process remain largely unanswered, particularly in regard to the role of top management. This book answers some of those pressing questions by taking a deliberately managerial perspective. Based on new and original findings derived from a survey among firms from various industries, and several case studies (including DSM, NXP Semiconductors, Randstad, and TomTom), the authors provide new insights into how and when managers can change a firm's business model. They turn their attention particularly to one key question: is it better to replicate existing models or develop new ones? Business model renewal is regarded as being especially vital in highly competitive environments. Nonetheless, whatever the environment, high levels of both replication and renewal will be key for a firm to succeed. The book looks at four levers that can be used by managers to innovate their business model: management itself, organizational structure, technology, and co-creation with external parties. It discusses the individual effects of these levers on business model replication and renewal. It also analyses specific combinations that strengthen business model innovation, including those which are technology oriented, internally oriented, externally oriented, and those which combine all of the levers in an integrated way.

Joost and Pim, known as the Corporate Rebels, are on a mission to make work more fun. They quit frustrating corporate jobs to visit the world's most inspiring companies. Now, after visiting 100+ pioneering organisations and interviewing 1000+ academics, employees, and CEOs, they share eight lessons from the world's most progressive workplaces.

With the rollback of net neutrality, platform cooperativism becomes even more pressing: In one volume, some of the most cogent thinkers and doers on the subject of the cooptation of the Internet, and how we can resist and reverse the process.

If organisations are not working as well as they could, it is because they are still being managed by obsolete principles rooted in the Industrial Age. Until now, management has been a very one-dimensional discipline, in which only profits mattered. Having eyes fixed squarely upon the bottom line has endangered the planet, increased inequality, and disengaged employees. It is an unsustainable situation that calls for the radical redesign of management philosophical foundations. This book shows how to liberate organisations from the constraining assumptions and structures that hold them back, and how to build more conscious, humane, efficacious, and responsible forms of enterprise. 3D

Management is an application of Ken Wilber's ground-breaking Integral Theory that embodies the next stage of management evolution: smarter, nimbler, wiser, fairer, and fitter for the forthcoming metamodern times. This disruptive theory denies the imperialism of the bottom line and replaces it with a harmonic triumvirate that takes profit, people, planet, and purpose into account equally. An integral organisation is made up of three fundamental and irreducible dimensions: science, arts, and ethics, which refer respectively to the techno-economical, developmental, and moral aspects of organisational reality. These three aspects are woven together into an essential unit by the spiritual dimension, which strives for unity and meaning. 3D Management is a summum bonum of these four key dimensions to achieve sustainable excellence, spur organisational development, and create radically engaging workplaces, as well as making a better world. The text features more than 60 vanguard organisations, harbingers of the teal consciousness that will define the future of management. "One thing is certain: the more a truly integral business catches on, the more whole and fulfilled that humanity's future will be. And 3D Management will have helped pave the way." (from Ken Wilber's foreword)

The Amateur

Organizational Control

Cybernetics and Systems

The Revolutionary Management System that Abolishes Hierarchy

The Art and Practice of Leading Innovation

The Loop Approach

Are You Ready to Reinvent Your Organization?

How best to adapt established companies to a rapidly changing economy has long been a topic of debate in both the corporate and academic worlds. This challenge is especially pressing for

large organizations that may have grown top-heavy and rigid with time but now need to be light on their feet to stay relevant and profitable. Until now, the best attempts have consisted of plucking tools and methods from the world of start-ups and applying them wholesale in large corporate environments. Most of these efforts have either fizzled or failed outright because they lacked a framework for a comprehensive corporation-sized rollout. The Loop Approach introduces a new series of methods that could help change the course of operations for even the most colossal organizations. Sebastian Klein and Ben Hughes provide a wide-ranging set of guidelines for achieving corporate agility, complete with checklists and worksheets that should prove instantly applicable. Want proof? The methods outlined in The Loop Approach have already been successfully implemented at such European corporate giants as Audi, Deutsche Bahn, and Telekom.

Organization scholars have long acknowledged that control processes are integral to the way in which organizations function. While control theory research spans many decades and draws on several rich traditions, theoretical limitations have kept it from generating consistent and interpretable empirical findings and from reaching consensus concerning the nature of key relationships. This book reveals how we can overcome such problems by synthesising diverse, yet complementary, streams of control research into a theoretical framework and empirical tests that more fully describe how types of control mechanisms (e.g., the use of rules, norms, direct supervision or monitoring) aimed at particular control targets (e.g., input, behavior, output) are applied within particular types of control systems (i.e., market, clan, bureaucracy, integrative). Written by a team of distinguished scholars, this book not only sheds light on the long-neglected phenomenon of organizational control, it also provides important directions for future research.

Why can some organizations innovate time and again, while most cannot? You might think the key to innovation is attracting exceptional creative talent. Or making the right investments. Or breaking down organizational silos. All of these things may help—but there's only one way to ensure sustained innovation: you need to lead it—and with a special kind of leadership.

Collective Genius shows you how. Preeminent leadership scholar Linda Hill, along with former Pixar tech wizard Greg Brandeau, MIT researcher Emily Truelove, and Being the Boss coauthor Kent Lineback, found among leaders a widely shared, and mistaken, assumption: that a “good” leader in all other respects would also be an effective leader of innovation. The truth is, leading innovation takes a distinctive kind of leadership, one that unleashes and harnesses the “collective genius” of the people in the organization. Using vivid stories of individual leaders at companies like Volkswagen, Google, eBay, and Pfizer, as well as nonprofits and international government agencies, the authors show how successful leaders of innovation don't create a vision and try to make innovation happen themselves. Rather, they create and sustain a culture where innovation is allowed to happen again and again—an environment where people are both willing and able to do the hard work that innovative problem solving requires. Collective Genius will not only inspire you; it will give you the concrete, practical guidance you need to build innovation into the fabric of your business.

“This is the management book of the year. Clear, powerful and urgent, it's a must read for anyone who cares about where they work and how they work.” —Seth Godin, author of This is Marketing “This book is a breath of fresh air. Read it now, and make sure your boss does too.” —Adam Grant, New York Times bestselling author of Give and Take, Originals, and Option B with Sheryl Sandberg When fast-scaling startups and global organizations get stuck, they call Aaron Dignan. In this book, he reveals his proven approach for eliminating red tape, dissolving bureaucracy, and doing the best work of your life. He's found that nearly everyone, from Wall Street to Silicon Valley, points to the same frustrations: lack of trust, bottlenecks in decision making, siloed functions and teams, meeting and email overload, tiresome budgeting, short-term thinking, and more. Is there any hope for a solution? Haven't countless business gurus promised the answer, yet changed almost nothing about the way we work? That's because we fail to recognize that organizations aren't machines to be predicted and controlled. They're complex human systems full of potential waiting to be released. Dignan says you can't fix a team, department, or organization by tinkering around the edges. Over the years, he has helped his clients completely reinvent their operating systems—the fundamental principles and practices that shape their culture—with extraordinary success. Imagine a bank that abandoned traditional budgeting, only to outperform its competition for decades. An appliance manufacturer that divided itself into 2,000 autonomous teams, resulting not in chaos but rapid growth. A healthcare provider with an HQ of just 50 people supporting over 14,000 people in the field—that is named the “best place to work” year after year. And even a team that saved \$3 million per year by cancelling one monthly meeting. Their stories may sound improbable, but in Brave New Work you'll learn exactly how they and other organizations are inventing a smarter, healthier, and more effective way to work. Not through top down mandates, but

through a groundswell of autonomy, trust, and transparency. Whether you lead a team of ten or ten thousand, improving your operating system is the single most powerful thing you can do. The only question is, are you ready?

The Pleasures of Doing What You Love

Management

Reinventing Business Models

How to Use Empathy to Create Products People Love

Introduction to Business

Permaculture in Ecovillages, Urban Farms, and Communities Worldwide

The New Management System for a Rapidly Changing World

An original theory of the development of consciousness that brings together research from neurology, new-paradigm studies, psychology, and mysticism.

Many Voices One Song is a detailed manual for implementing sociocracy, an egalitarian form of governance also known as dynamic governance. The book includes step-by-step descriptions for structuring organizations, making decisions by consent, and generating feedback. The content is illustrated by diagrams, examples and stories from the field.

From Design Thinking to Design Doing Innovators today are told to run loose and think lean in order to fail fast and succeed sooner. But in a world obsessed with the new, where cool added features often trump actual customer needs, it's the consumer who suffers. In our quest to be more agile, we end up creating products that underwhelm. So how does a company like Nest, creator of the mundane thermostat, earn accolades like "beautiful" and "revolutionary" and a \$3.2 billion Google buyout? What did Nest do differently to create a household product that people speak of with love? Nest, and companies like it, understand that emotional connection is critical to product development. And they use a clear, repeatable design process that focuses squarely on consumer engagement rather than piling on features for features' sake. In this refreshingly jargon-free and practical book, product design expert Jon Kolko maps out this process, demonstrating how it will help you and your team conceive and build successful, emotionally resonant products again and again. The key, says Kolko, is empathy. You need to deeply understand customer needs and feelings, and this understanding must be reflected in the product. In successive chapters of the book, we see how leading companies use a design process of storytelling and iteration that evokes positive emotions, changes behavior, and creates deep engagement. Here are the four key steps: 1. Determine a product-market fit by seeking signals from communities of users. 2. Identify behavioral insights by conducting ethnographic research. 3. Sketch a product strategy by synthesizing complex research data into simple insights. 4. Polish the product details using visual representations to simplify complex ideas. Kolko walks the reader through each step, sharing eye-opening insights from his fifteen-year career in product design along the way. Whether you're a designer, a product developer, or a marketer thinking about your company's next offering, this book will forever change the way you think about—and create—successful products.

Strategies for Nurturing Customers in a World of Churn, 3rd Edition

The Future of Your Company Depends on It

Digital Transformation, Business Model Innovation, Agile Organization, Change Management
Focus