Designing The Smart Organization How Breakthrough Corporate Learning Initiatives Drive Strategic Change And Innovation

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to the Knowledge Economy APICS, the Performance Advantage *Roland Deiser Keith R. McFarland Robert I. Berkman Keith McFarland Dorothy Shipps Marc J. Epstein William D. Guth Marc Linder Baker Library Ned Herrmann Joseph H. Boyett*

filling a gap in the literature this book offers an innovative interdisciplinary approach to learning for corporate strategic development linking the domains of strategy organizational design and learning to demonstrate how this process drives the boundaries of the practice way beyond the established notion of simple training and management education the book is filled with detailed case studies from leading global organizations including siemens abb basf the us army pricewaterhousecoopers eads novartis and more these studies reveal how large scale corporations are using the power of dynamic corporate learning approaches to drive innovation enhance cultural values master post merger integration transform business models enhance leadership culture build technological expertise foster strategic change processes and ultimately increase bottom line results for any company that wants to compete in the 21st century designing the smart organization offers inspiring perspectives for integrating corporate learning as a core business practice that will create sustainable strategic and organizational capabilities

the vast majority of small businesses stay small and not by choice only the most savvy and persistent a tiny one tenth of one percent break through to annual sales above 250 million in the breakthrough company keith mcfarland pinpoints how everyday companies become extraordinary showing that luck is a negligible factor rather breakthrough success turns out to be associated with a clearly identifiable set of strategies and skills that anyone in any business can emulate from small startup to industry leader encouraged by experts such as business legend peter drucker and good to great author jim collins to identify the drivers that enable a company to push past the entrepreneurial phase mcfarland spent five years building and analyzing the world s largest growth company performance database and interviewing more than 1 500 growth company executives on four continents his goal was simple to identify the secrets of breakthrough the breakthrough company is the result winnowing a study pool of

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more than 7 000 companies down to nine that have made the transition to major player status mcfarland highlights real world tools and myth busting insights that can be used by anyone wanting his or her business to join this exclusive circle among the book s takeaways common wisdom holds that the founders and core entrepreneurial leaders of a company must step aside for the business to reach the next level not true as long as founders crown the company instead of themselves it s not reckless to make ever escalating bets on your company s future even going nose to nose with competitors many times your size in fact it turns out that the only safety comes in constantly upping the ante in exactly this way a business bermuda triangle does exist gobbling up companies on the verge of breakthrough presented here are three ways to navigate this potentially deadly hazard successfully however good you are or think you are you can t do it alone learn how to surround your company with networks of outside resources aka scaffolding and how to enlist the aid of insultants people who are willing to question a firm s existing assumptions and ways of doing business with powerful and specific action steps concluding each chapter and invaluable advice on virtually every page from business leaders who ve taken their companies to extraordinary levels of growth and profitability the breakthrough company is one of the most provocative inspiring and instructive business books you ll ever read

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that enable a company to push past the entrepreneurial phase mcfarland spent five years building and analysing the world s largest growth company performance database and interviewing more than 1 500 growth company executives on four continents the breakthrough company is the result winnowing a study pool of more than 7 000 companies down to nine that have made the transition to major major player status mcfarland highlights real world tools and myth busting insights that can be used by anyone wanting his or her business to join this exclusive circle

like other big city school systems chicago s has been repeatedly reformed over the last century yet its schools have fallen far short of citizens expectations and left a gap between the performances of white and minority students many blame the educational establishment for resisting change other critics argue that reform occurs too often still others claim it comes not often enough dorothy shipps reappraises the tumultuous history of educational progress in chicago revealing that the persistent lack of improvement is due not to the extent but rather the type of reform throughout the twentieth century managerial reorganizations initiated by the business community repeatedly altered the governance structure of schools as well as the relationships of teachers to children and parents but brought little improvement while other more promising reform models were either resisted or crowded out shipps chronicles how chicago s corporate actors led abetted or restrained nearly every attempt to transform the city s school system then asks whether schools might be better reformed by others to show why city schools have failed urban children so badly she traces chicago s reform history over four political eras revealing how corporate power was instrumental in designing and revamping the system her narrative encompasses the formative era of 1880 1930 when teachers unions moderated business plans previously unexplored business activism from 1930 to 1980 when civil rights dominated school reform and the decentralization of the 1980s she also covers the uneasy cooperation among business associations in the 1990s to install the mayor as head of the school system a governing regime now challenged by privatization advocates business people

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may be too wedded to a stunted view of educators to forge a productive partnership for change unionized teachers bridle at the second class status accorded them by managers if reform is to reach deeply into classrooms shipps concludes it might well require a new coalition of teachers unions and parents to create a fresh agenda that supersedes corporate interests this study clearly shows that in chicago as elsewhere urban schooling is intertwined with politics and power by reviewing more than a century of corporate efforts to make education work shipps makes a strong case that it s high time to look elsewhere perhaps to educators themselves for new leadership

a collection of essays on the role of business in society this book provides provocative analysis cultural and historical context and solutions from the public private and non profit sectors toward more responsible ethical and accountable business it features articles by the world s leading scholars executives and practitioners

this guide lists approximately 3 500 books recent titles of general interest to the business reader that harvard business school faculty researchers and students consider central to their work revised and updated annually it includes the full bibliographic record for each book and features an appendix of publishers addresses as well as indexes by title author core classics and notable books

the long awaited update of the classic guide to outperforming the competition using herrmann international s trademark whole brain methodology packed with new research updated examples and more actionable content the whole brain business book outlines four basic thinking styles administrator talker problem solver dreamer corresponding to the four quadrants of the brain and explains that many are dominated by only one quadrant by getting out of the brain rut and channeling all four quadrants business people and organizations can become more flexible creative and competitive herrmann nehdi uses her extensive

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research and experience working with her father and expert practitioners across the globe to highlight new research developments replace outdated information incorporate new stories and real world examples while building on the core applications of the whole brain business book

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