

# JOY INC BUILT WORKPLACE PEOPLE

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DRIVE LASTING CHANGE WITH A NEW NIMBLER ORGANIZATION FOCUSED ON CONTINUOUS CHANGE OUR  
ORGANIZATIONS ARE STUCK WE TALK ABOUT AGILITY BUT FIND OURSELVES BOGGED DOWN IN BUREAUCRACY WE  
ASPIRE TO INNOVATE BUT RUN INTO SYSTEMS BUILT TO PREVENT MISTAKES NOT SPARK BREAKTHROUGHS WE NEED  
TO LEARN AND ADAPT BUT WE'RE OPERATING WITH AN OUTDATED PLAYBOOK BUILT FOR EFFICIENCY AND  
CONTROL AND OUR ATTEMPTS TO FIX ALL THIS BY POURING TRILLIONS INTO HUGE TOP DOWN TRANSFORMATIONS  
MAKE THE PROBLEMS WORSE BUT THERE IS A BETTER WAY BUILDING AN OCTOPUS ORGANIZATION ONE OF NATURE'S  
MOST INTELLIGENT AND CURIOUS CREATURES THE OCTOPUS IS EVERYTHING YOUR ORGANIZATION NEEDS TO BE  
SMART ENDLESSLY ADAPTABLE AND HIGHLY RESILIENT ITS EIGHT TENTACLES WORK IN CONCERT BUT EACH CAN  
ALSO THINK FOR ITSELF THIS BOOK SHOWS HOW TO ACHIEVE THE SAME BALANCE OF COHESION AND AUTONOMY  
AND TO GUIDE YOUR ORGANIZATION TOWARD A LIVING BREATHING SYSTEM ONE THAT LEARNS ADAPTS AND  
THRIVES BY TAPPING INTO THE DISTRIBUTED INTELLIGENCE OF ITS PEOPLE DRAWING ON THEIR EXPERIENCE AT  
COMPANIES SUCH AS AMAZON AND MCDONALD'S AND WORK WITH HUNDREDS OF GLOBAL COMPANIES AWS  
EXECUTIVES PHIL LE BRUN AND JANA WERNER SHOW YOU HOW TO BREAK AWAY FROM THE BROKEN MODEL OF  
TRANSFORMATION AND EMBRACE CONTINUOUS CHANGE THEY SHARE THIRTY SIX ANTIPATTERNS CONDITIONED  
HABITS THAT KEEP US STUCK AND IN THEIR PLACE PROVIDE LEVERS THAT CREATE MEANINGFUL IMPROVEMENT IN  
MONTHS NOT YEARS THE OCTOPUS ORGANIZATION IS YOUR GUIDE TO MOVING BEYOND RIGID STRUCTURES AND  
NURTURING THE LIVING ADAPTABLE ORGANIZATION YOU ASPIRE TO CREATE AND BE A PART OF

SUCCESSFUL INTERACTION WITH PRODUCTS TOOLS AND TECHNOLOGIES DEPENDS ON USABLE DESIGNS AND  
ACCOMMODATING THE NEEDS OF POTENTIAL USERS WITHOUT REQUIRING COSTLY TRAINING IN THIS CONTEXT THIS  
BOOK IS CONCERNED WITH EMERGING ERGONOMICS IN DESIGN CONCEPTS THEORIES AND APPLICATIONS OF HUMAN  
FACTORS KNOWLEDGE FOCUSING ON THE DISCOVERY DESIGN AND UNDERSTANDING OF HUMAN INTERACTION AND  
USABILITY ISSUES WITH PRODUCTS AND SYSTEMS FOR THEIR IMPROVEMENT THIS BOOK WILL BE OF SPECIAL  
VALUE TO A LARGE VARIETY OF PROFESSIONALS RESEARCHERS AND STUDENTS IN THE BROAD FIELD OF HUMAN  
MODELING AND PERFORMANCE WHO ARE INTERESTED IN FEEDBACK OF DEVICES INTERFACES VISUAL AND HAPTIC USER  
CENTERED DESIGN AND DESIGN FOR SPECIAL POPULATIONS PARTICULARLY THE ELDERLY WE HOPE THIS BOOK IS  
INFORMATIVE BUT EVEN MORE THAT IT IS THOUGHT PROVOKING WE HOPE IT INSPIRES LEADING THE READER TO  
CONTEMPLATE OTHER QUESTIONS APPLICATIONS AND POTENTIAL SOLUTIONS IN CREATING GOOD DESIGNS FOR  
ALL

GOLD MEDAL WINNER HUMAN RESOURCES AND EMPLOYEE TRAINING 2012 AXIOM BUSINESS BOOK AWARDS TRUST  
PRIDE AND CAMARADERIE TRANSFORM YOUR COMPANY INTO A GREAT PLACE TO WORK THE GREAT PLACE TO  
WORK INSTITUTE DEVELOPS THE ANNUAL RANKING OF THE FORTUNE 100 BEST COMPANIES TO WORK FOR IN THIS  
BOOK THE AUTHORS EXPLORE THE MODEL OF A GREAT PLACE TO WORK FOR ONE WHICH FOSTERS EMPLOYEE  
TRUST PRIDE IN WHAT THEY DO AND ENJOYMENT IN THE PEOPLE THEY WORK WITH THEY ANSWER THE

FUNDAMENTAL QUESTION WHAT IS THE BUSINESS VALUE OF CREATING A GREAT WORKPLACE AND BRINGS THE DEFINITION OF A GREAT PLACE TO WORK ALIVE WITH ANECDOTES BEST PRACTICES AND QUOTES FROM EMPLOYEES WORKING AT THE BEST WORKPLACES IN THE U S REVEALS THE ESSENTIAL INGREDIENTS IN AND THE TRENDS OF THE BEST PLACES TO WORK EXPLORES GREAT PLACE TO WORK MODEL DEVELOPED IN 1984 AND VALIDATED THROUGH ITS ENDURING RESONANCE IN BOTH THE UNITED STATES AND IN OVER 40 COUNTRIES AROUND THE WORLD WRITTEN BY MICHAEL BURCHELL AND JENNIFER ROBIN TWO GREAT PLACE TO WORK INSTITUTE INSIDERS IF YOU ORGANIZATION IS STRUGGLING WITH THE CHALLENGES OF LEVERAGING HUMAN CAPITAL DISCOVER WHY SOME COMPANIES HAVE WHAT IT TAKES TO BE GREAT

THE DRAMATIC EFFECTS OF DOWNSIZING MERGERS AND REENGINEERING HAVE CREATED A CLIMATE OF FEAR IN THE WORKPLACE FEARS THAT GENERALLY GO UNACKNOWLEDGED THE ALCHEMY OF FEAR TEACHES US HOW TO ACCEPT OUR EMOTIONS IN ORDER TO BECOME EMPOWERED AND TO TAKE BACK OUR POWER OVER THESE FEARS OUR EMOTIONS ARE RICH WITH INFORMATION WHICH COULD MAKE OUR ORGANIZATIONS RUN EFFECTIVELY WHILE FREEING CREATIVITY ENERGY AND JOY INTO OUR WORKPLACES THE ALCHEMY OF FEAR IS A HANDBOOK FOR ACTION DRAWN FROM THE AUTHOR S EXTENSIVE EXPERIENCE IT EXAMINES WORKPLACE FEAR WHAT EMOTIONAL COMPETENCE LOOKS LIKE AT WORK HOW WE HANDLE FEARS AT WORK AND THE LOVE AND ENERGY THAT RESULT WHEN WE DO THESE THINGS NOTHING IMPROVES A GROUP S EFFECTIVENESS OR THEIR SPIRIT MORE QUICKLY THAN CHANGING THE RELATIONSHIP MEMBERS HAVE WITH FEAR KAY GILLEY BRINGS NEARLY 30 YEARS EXPERIENCE WORKING IN GENERAL AND HUMAN RESOURCE MANAGEMENT TO HER CURRENT WORK AS A LEADERSHIP AND ORGANIZATIONAL DEVELOPMENT CONSULTANT SPECIALIZING IN GUIDING THE DEVELOPMENT OF LEADERS AND WHAT SHE CALLS INTENTIONAL ORGANIZATIONS

DRAWING ON THREE DECADES OF PRACTICAL INVESTIGATIONS THIS BOOK ESTABLISHES NEW UNDERSTANDINGS ABOUT THE IMPORTANCE OF LEARNING THROUGH WORK OUTLINING ITS PURPOSES CONTRIBUTIONS CONCEPTIONS AND THE CURRICULUM PEDAGOGICAL AND PERSONAL PRACTICES THAT SHAPE ITS EFFECTIVENESS AGAINST VIEWS PROPOSING IT AS BEING INFORMAL AND LEADING TO CONCRETE OUTCOMES THIS VOLUME PRESENTS LEARNING THROUGH WORK AS BEING CENTRAL TO HUMAN DEVELOPMENT INFORMING INDIVIDUAL CHOICES AND DEVELOPING ONE S CAPACITY FOR WORKING LIFE AND OCCUPATIONAL COMPETENCE IN PART I BILLETT MAKES A CASE FOR THE VALUE OF LEARNING THROUGH WORK AND WHY IT SHOULD BE CONSIDERED AND ENGAGED WITH AS A LEGITIMATE MODE OF LEARNING AND MODEL OF EDUCATION PART II SETS OUT THE FOUNDATIONS FOR THE PROCESSES OF LEARNING THROUGH WORK THAT HAVE UNDERPINNED ITS UTILITY ACROSS HUMAN HISTORY PART III SETS OUT BASES BY WHICH THIS EDUCATIONAL MODEL AND MODE OF LEARNING CAN BE UNDERSTOOD THROUGH THE CONCEPTS OF PRACTICE CURRICULUM PRACTICE PEDAGOGIES AND PERSONAL PRACTICES THESE ARE PRESENTED BASED ON THE KINDS OF KNOWLEDGE THAT THEY GENERATE AND HOW THEY CAN BE REALISED IN AND THROUGH DAY TO DAY WORK ACTIVITIES IN PRACTICE SETTINGS INCLUDING THE DEVELOPMENT OF INNOVATIONS IN WORK SETTINGS A MUCH NEEDED RESOURCE FROM A LEADING EXPERT IN THE FIELD THIS BOOK WILL BE OF INTEREST TO EDUCATORS WORKPLACE TRAINERS IN A VARIETY OF SETTINGS POLICY MAKERS AND STUDENTS IN PROFESSIONAL EDUCATION COURSES

WE LIVE AT A TIME WHEN THE COMPETITIVE CAPITALIST MODEL OF ACTION HAS ECLIPSED ALL OTHER CONTEMPORARY SOCIAL AND ECONOMIC MODELS AND THREATENS THE GREATER COOPERATIVE GOOD OF SOCIETY NEOLIBERALISM IS AN ATTEMPT TO REIMAGINE GOVERNANCE IN AN AGE OF MASS DEMOCRATIC POLICIES BY ITS INTENTION TO INOCULATE CAPITALISM AGAINST THE THREAT OF DEMOCRACY EDUCATION FOR ACTION A CURRICULUM FOR SOCIAL ACTIVISTS SEES SOCIAL ACTION AS A VITAL VEHICLE IN CHALLENGING THIS INTENSE INDIVIDUALISTIC MANAGERIAL AND COMPETITIVE ETHOS SUCH ACTION IS A COLLECTIVE TRANSFORMATIVE RESPONSE TO CAPITALISM WHICH COMBINES LOCAL ACTIVISM COMMUNITY DEVELOPMENT AND THE ADVOCACY OF SOCIAL POLITICAL AND ECONOMIC RIGHTS TO HELP COMMITTED CITIZENS INITIATE STIMULATE AND SUPPORT SOCIAL CHANGE AT BOTH LOCAL AND GLOBAL LEVELS THE BOOK EXPLAINS THE METHODS INSTRUMENTS THEORIES AND PRACTICES THAT HELP EDUCATORS ENCOURAGE ACTIVISTS TO BUILD POWER AMONGST CONCERNED INDIVIDUALS USING A CURRICULUM THAT EMPHASISES THE IMPORTANCE OF CRITICAL THEORY AND WHICH IS ACCESSIBLE TO EVERYBODY AND ROOTED IN THEIR COMMUNITY THE AUTHOR ALSO STRESSES THE VITAL ROLE OF EDUCATION IN HELPING ACTIVISTS RESIST THE IDEOLOGIES ACTIONS AND SLOGANS IMPOSED ON SOCIETY BY AUTHORITARIAN POWERHOLDERS WHILE SIMULTANEOUSLY REGENERATING GRASS ROOTS POLITICS AND ITS BELIEF IN THE VIABILITY OF COLLECTIVE SOLIDARITY AND SOCIAL ACTIVISM

WHILE YOU CAN T PERSONALLY TRANSFORM THE CORPORATE CULTURE YOU CAN INFLUENCE THE WORKPLACE CLIMATE AND CREATE MEANINGFUL AND LASTING CHANGE SUPPORTED BY THE LATEST RESEARCH THIS EYE OPENING BOOK ARGUES THAT OUR BEST WORK IS THE PRODUCT OF A POSITIVE ENVIRONMENT WHEN IT COMES TO WORK THESE DAYS WE RE EXPECTED TO DO MORE WITH LESS BUT IS THIS NOSE TO THE GRINDSTONE PHILOSOPHY THE BEST WAY TO RUN A BUSINESS ALARMINGLY LOW EMPLOYEE ENGAGEMENT NUMBERS INDICATE OTHERWISE SO IF PUSHING EVERYONE HARDER ISN T THE PATH TO PRODUCTIVITY WHAT IS ADVOCATING A STEWARD MODEL OF MANAGEMENT THE OPTIMISTIC WORKPLACE REVEALS HOW TO EXPLORE PERSONAL AND ORGANIZATIONAL PURPOSE AND ALIGN THEM FOR ASTONISHING RESULTS OVERCOME RESISTANCE AND SKEPTICISM BUILD CAMARADERIE AND DEEPEN LOYALTY INCREASE INTRINSIC MOTIVATION HELP YOUR TEAM FIND MEANING IN THEIR WORK IDENTIFY GOALS COLLABORATIVELY AND TRACK PROGRESS EXAMPLES FROM COMPANIES LARGE AND SMALL DEMONSTRATE HOW

THIS PEOPLE CENTRIC FOCUS IGNITES EMPLOYEE POTENTIAL INCREASES INNOVATION AND CATAPULTS THE ORGANIZATION TO NEW LEVELS OF PERFORMANCE THE OPTIMISTIC WORKPLACE PRESENTS AN ARRAY OF SURPRISINGLY SIMPLE STRATEGIES AS WELL AS PRACTICAL 30 60 AND 90 DAY PLANS DESIGNED TO FOCUS YOUR ACTIONS AND MAKE EMPLOYEE OPTIMISM NOT JUST A WORTHY GOAL BUT A REAL AND MEASURABLE RESULT

THIS VOLUME OF NEW DIRECTIONS FOR ADULT AND CONTINUING EDUCATION IS DESIGNED TO HELP READERS EXAMINE CURRENT ISSUES SURROUNDING WORKPLACE LEARNING PROGRAMS AND INCORPORATE THESE IDEAS INTO THEIR OWN PROFESSIONAL PRACTICE

THIS GROUNDBREAKING STUDY REVEALS THE VITAL PERSPECTIVE WOMEN BRING TO BUSINESS AND HOW TO MAKE SURE YOUR ORGANIZATION TAKES FULL ADVANTAGE OF IT WOMEN AND MEN EXPERIENCE THE WORLD DIFFERENTLY THEY NOT ONLY SEE THINGS DIFFERENTLY THEY ALSO SEE DIFFERENT THINGS MEN TEND TO HAVE A BOTTOM LINE LINEAR WAY OF THINKING WOMEN ARE MORE EMPATHETIC MORE AWARE OF THE CRITICAL IMPACT OF INTERPERSONAL FACTORS BOTH WITHIN AND WITHOUT THE ORGANIZATION EVERYONE KNOWS THAT BOTH PERSPECTIVES ARE IMPORTANT YET ORGANIZATIONS ONLY REWARD TRADITIONALLY MALE POINTS OF VIEW DRAWING ON EXTENSIVE RESEARCH AND WORKPLACE EXPERIENCE SALLY HELGESEN AND JULIE JOHNSON DEMONSTRATE THAT THE FEMALE PERSPECTIVE IS THE UNDERUTILIZED ASSET SO MANY COMPANIES NEED TO SUCCEED THEY DELVE INTO THE STORIES OF WOMEN WHOSE VISION IMPROVED THEIR COMPANIES EVEN AS THEY HAD TO STRUGGLE AGAINST UNRESPONSIVE ORGANIZATIONS DISMISSIVE MANAGERS AND THEIR OWN PERSONAL FEARS THE FEMALE VISION ALSO SHOW HOW COMPANIES CAN CREATE ENVIRONMENTS THAT WELCOME AND ENCOURAGE WOMEN TO SHARE WHAT THEY NOTICE TO THE BENEFIT OF THE ORGANIZATION AS A WHOLE INCLUDING THE BOTTOM LINE

AXIOM BUSINESS BOOK AWARD SILVER MEDALIST IN LEADERSHIP SOUNDVIEW BEST BUSINESS BOOK A HIGHEST RATED CEO WHO HAS TRANSFORMED HIS ORGANIZATION INTO A BILLION DOLLAR COMPANY AND A TOP PLACE TO WORK SHOWS LEADERS HOW TRULY PRIORITIZING EMPLOYEES ISN'T JUST GOOD FOR EMPLOYEES IT'S GOOD FOR BUSINESS IMAGINE A COMPANY WHERE EVERYBODY LOVES TO WORK WHERE EMPLOYEES FEEL NOT JUST SATISFIED BUT TRULY CARED FOR RESPECTED AND ENERGIZED THINK OF THE IMPACT THIS WOULD HAVE ON RECRUITMENT RETENTION CUSTOMER SATISFACTION INNOVATION AND OVERALL PERFORMANCE ARON AIN THE AWARD WINNING CEO OF KRONOS A GLOBAL PROVIDER OF WORKFORCE MANAGEMENT AND HUMAN CAPITAL MANAGEMENT CLOUD SOLUTIONS BELIEVES THAT ANYTHING IS POSSIBLE WHEN PEOPLE ARE INSPIRED BY EMBRACING EMPLOYEE DEVELOPMENT AND ENGAGEMENT AS A GROWTH STRATEGY AIN TRANSFORMED HIS COMPANY'S CULTURE AND BUILT A BILLION DOLLAR BUSINESS THIS BOOK TAKES LEADERS AND MANAGERS INSIDE KRONOS'S HIGHLY ADMIRED WORKINSPIRED CULTURE SHOWING THEM THE SURPRISINGLY SIMPLE RULES TO FOLLOW TO REPLICATE THAT SUCCESS AIN'S INSPIRING GUIDE REVEALS THE BEST PRACTICES THAT HAVE EARNED KRONOS DISTINCTIONS ON COVETED LISTS SUCH AS GLASSDOOR'S 100 BEST PLACES TO WORK FORTUNE'S 100 BEST COMPANIES TO WORK FOR FORBES'S AMERICA'S BEST EMPLOYERS AND THE BOSTON GLOBE'S TOP PLACES TO WORK THESE INCLUDE OVER COMMUNICATING AND TRUTH TELLING TRUSTING YOUR PEOPLE AGAIN AND AGAIN HOLDING MANAGERS ACCOUNTABLE FOR BEING GREAT AT WHAT THEY DO ALLOWING EMPLOYEES FLEXIBLE SCHEDULES AND OPEN VACATION TIME CHALLENGING YOUR PEOPLE TO PUT THE COMPANY OUT OF BUSINESS WITH NEW AND REVOLUTIONARY IDEAS AND WELCOMING BACK BOOMERANG EMPLOYEES MANY EXECUTIVES TALK ABOUT HOW THEIR PEOPLE ARE THEIR GREATEST ASSET AIN CHALLENGES LEADERS TO WALK THE TALK AND PUT PEOPLE FIRST WHETHER THEY OVERSEE A TEAM OF FIVE OR AN ORGANIZATION OF 500 000 WHEN THEY DO EMPLOYEES WON'T BE THE ONLY ONES WHO THANK THEM CUSTOMERS AND SHAREHOLDERS WILL TOO

WINNER OF THE SHINGO RESEARCH AND PROFESSIONAL PUBLICATION AWARD EVERYONE KNOWS THAT IN ORDER TO REACH OPTIMUM LEVELS OF HEALTH YOU HAVE TO EXERCISE AND THAT YOU HAVE TO KEEP AT IT DAY AFTER DAY AFTER DAY NO BIG SECRET HERE IT'S THE SAME WITH PROCESS IMPROVEMENT AND SPECIFICALLY LEAN PROCESSES EVERYTHING THERE IS TO KNOW ABOUT LEAN HAS BEEN REVEALED COUNTLESS BOOKS ARTICLES AND SEMINARS PROVIDE BUSINESS LEADERS ALL THE INFORMATION THEY NEED TO UNDERSTAND HOW LEAN WORKS AND HOW EFFECTIVE IT CAN BE WHEN FULLY IMPLEMENTED AGAIN NOT A SECRET WHY THEN DO COMPANIES INVARIABLY FAIL IN THEIR PURSUIT OF OPERATIONAL EXCELLENCE THE SAME REASON PEOPLE FAIL TO TRIM FAT THROUGH EXERCISE THEY DON'T DO IT THEY TRY TO SQUEEZE IT INTO THEIR SCHEDULE THEY DON'T MAKE IT PART OF THEIR SCHEDULE AND INEVITABLY IT BECOMES LESS OF A PRIORITY IN THE SAME VEIN TOO MANY BUSINESS LEADERS SEE PROCESS IMPROVEMENT AS A PROJECT SOMETHING SEPARATE FROM THE MORE PRESSING GOALS OF PROFITS AND GROWTH THAT'S WHERE THEY GO WRONG AND THAT'S WHERE BUILDING THE FIT ORGANIZATION COMES IN IN THIS PRACTICAL HANDS ON GUIDE MARKOVITZ WALKS YOU STEP BY STEP THROUGH THE PROCESS OF MAKING LEAN AS INTRINSIC TO YOUR COMPANY AS THE PURSUIT OF PROFITS YOU WILL LEARN HOW TO MAKE AN UNSHAKEABLE COMMITMENT TO INCREASING THE VALUE PROVIDED BY DOING THE RIGHT WORK IN THE RIGHT WAY WITH CONTINUOUS MONITORING OF PROCESSES AND STRUCTURED COACHING FOR EVERYONE YOU DON'T NEED ANOTHER BOOK ABOUT LEAN WHAT YOU NEED TO LEARN IS HOW TO MAKE PROCESS IMPROVEMENT YOUR COMPANY'S PURPOSE LIKE A SERIOUS ATHLETE YOU'RE WARMED UP YOU KNOW WHAT LEAN IS AND HOW IT CAN HELP YOUR ORGANIZATION NOW IT'S TIME TO PERFORM BUILDING THE FIT ORGANIZATION IS THE NEXT STEP TO CREATING A COMPANY THAT CAN COMPETE ON THE TOUGHEST OF PLAYING FIELDS

IN ONE SURVEY 61 PERCENT OF EMPLOYEES SAID THAT WORKPLACE STRESS HAD MADE THEM SICK AND 7 PERCENT SAID THEY HAD ACTUALLY BEEN HOSPITALIZED JOB STRESS COSTS US EMPLOYERS MORE THAN 300 BILLION ANNUALLY AND MAY CAUSE 120 000 EXCESS DEATHS EACH YEAR IN CHINA 1 MILLION PEOPLE A YEAR MAY BE DYING FROM OVERWORK PEOPLE ARE LITERALLY DYING FOR A PAYCHECK AND IT NEEDS TO STOP IN THIS TIMELY PROVOCATIVE BOOK JEFFREY PFEFFER CONTENDS THAT MANY MODERN MANAGEMENT COMMONALITIES SUCH AS LONG WORK HOURS WORK FAMILY CONFLICT AND ECONOMIC INSECURITY ARE TOXIC TO EMPLOYEES HURTING ENGAGEMENT INCREASING TURNOVER AND DESTROYING PEOPLE S PHYSICAL AND EMOTIONAL HEALTH AND ALSO INIMICAL TO COMPANY PERFORMANCE HE ARGUES THAT HUMAN SUSTAINABILITY SHOULD BE AS IMPORTANT AS ENVIRONMENTAL STEWARDSHIP YOU DON T HAVE TO DO A PHYSICALLY DANGEROUS JOB TO CONFRONT A HEALTH DESTROYING POSSIBLY LIFE THREATENING WORKPLACE JUST ASK THE MANAGER IN A SENIOR FINANCE ROLE WHOSE IMMENSE WORKLOAD ONCE HANDLED BY SEVERAL EMPLOYEES REQUIRED FREQUENT ALL NIGHTERS LEADING TO ALCOHOL AND DRUG ADDICTION OR THE DEDICATED NEWS MEDIA PRODUCER WHOSE COMMITMENT TO GETTING THE STORY RESULTED IN A SIXTY POUND WEIGHT GAIN THANKS TO HAVING NO DOWN TIME TO EAT PROPERLY OR EXERCISE OR THE MARKETING PROFESSIONAL PRESCRIBED ANTIDEPRESSANTS A WEEK AFTER JOINING HER EMPLOYER IN DYING FOR A PAYCHECK JEFFREY PFEFFER MARSHALS A VAST TROVE OF EVIDENCE AND NUMEROUS EXAMPLES FROM ALL OVER THE WORLD TO EXPOSE THE INFURIATING TRUTH ABOUT MODERN WORK LIFE EVEN AS ORGANIZATIONS ALLOW MANAGEMENT PRACTICES THAT LITERALLY SICKEN AND KILL THEIR EMPLOYEES THOSE POLICIES DO NOT ENHANCE PRODUCTIVITY OR THE BOTTOM LINE THEREBY CREATING A LOSE LOSE SITUATION EXPLORING A RANGE OF IMPORTANT TOPICS INCLUDING LAYOFFS HEALTH INSURANCE WORK FAMILY CONFLICT WORK HOURS JOB AUTONOMY AND WHY PEOPLE REMAIN IN TOXIC ENVIRONMENTS PFEFFER OFFERS GUIDANCE AND PRACTICAL SOLUTIONS ALL OF US EMPLOYEES EMPLOYERS AND THE GOVERNMENT CAN USE TO ENHANCE WORKPLACE WELLBEING WE MUST WAKE UP TO THE DANGERS AND ENORMOUS COSTS OF TODAY S WORKPLACE PFEFFER ARGUES DYING FOR A PAYCHECK IS A CLARION CALL FOR A SOCIAL MOVEMENT FOCUSED ON HUMAN SUSTAINABILITY PFEFFER MAKES CLEAR THAT THE ENVIRONMENT WE WORK IN IS JUST AS IMPORTANT AS THE ONE WE LIVE IN AND WITH THIS URGENT BOOK HE OPENS OUR EYES AND SHOWS HOW WE CAN MAKE OUR WORKPLACES HEALTHIER AND BETTER

COMMEMORATING THE 100TH BIRTHDAY OF TAIICHI OHNO BUSINESSES WORLDWIDE ARE SUCCESSFULLY IMPLEMENTING THE TOYOTA PRODUCTION SYSTEM TO SPEED UP PROCESSES REDUCE WASTE IMPROVE QUALITY AND CUT COSTS WHILE THERE IS WIDESPREAD ADOPTION OF TPS THERE IS STILL MUCH TO BE LEARNED ABOUT ITS FUNDAMENTAL PRINCIPLES THIS UNIQUE VOLUME DELIVERS A CLEAR CONCISE OVERVIEW OF THE TOYOTA PRODUCTION SYSTEM AND KAIZEN IN THE VERY WORDS OF THE ARCHITECT OF BOTH OF THESE MOVEMENTS TAIICHO OHNO PUBLISHED TO MARK WHAT WOULD HAVE BEEN HIS 100TH BIRTHDAY FILLED WITH INSIGHTFUL NEW COMMENTARY FROM GLOBAL QUALITY VISIONARIES TAIICHI OHNO S WORKPLACE MANAGEMENT IS A CLASSIC THAT SHOWS HOW TOYOTA MANAGERS WERE TAUGHT TO THINK BASED ON A SERIES OF INTERVIEWS WITH OHNO HIMSELF THIS TIMELESS WORK IS A TRIBUTE TO HIS GENIUS AND TO THE CORE VALUES THAT HAVE MADE AND CONTINUE TO MAKE TOYOTA ONE OF THE MOST SUCCESSFUL MANUFACTURERS IN THE WORLD WHATEVER NAME YOU MAY GIVE OUR SYSTEM THERE ARE PARTS OF IT THAT ARE SO FAR REMOVED FROM GENERALLY ACCEPTED IDEAS COMMON SENSE THAT IF YOU DO IT ONLY HALF WAY IT CAN ACTUALLY MAKE THINGS WORSE IF YOU ARE GOING TO DO TPS YOU MUST DO IT ALL THE WAY YOU ALSO NEED TO CHANGE THE WAY YOU THINK YOU NEED TO CHANGE HOW YOU LOOK AT THINGS TAIICHI OHNO THIS BOOK BRINGS TO US TAIICHI OHNO S PHILOSOPHY OF WORKPLACE MANAGEMENT THE THINKING BEHIND THE TOYOTA PRODUCTION SYSTEM I PERSONALLY GET A THRILL DOWN MY SPINE TO READ THESE THOUGHTS IN OHNO S OWN WORDS DR JEFFREY LIKER DIRECTOR JAPAN TECHNOLOGY MANAGEMENT PROGRAM UNIVERSITY OF MICHIGAN AND AUTHOR THE TOYOTA WAY BASED ON A SERIES OF INTERVIEWS WITH TAIICHO OHNO THIS UNIQUE VOLUME DELIVERS A CLEAR CONCISE OVERVIEW OF THE TOYOTA PRODUCTION SYSTEM AND KAIZEN IN THE VERY WORDS OF THE ARCHITECT OF BOTH OF THESE MOVEMENTS PUBLISHED TO MARK WHAT WOULD HAVE BEEN HIS 100TH BIRTHDAY INCLUDES INSIGHTFUL NEW COMMENTARY FROM FUJIO CHO CHAIRMAN OF TOYOTA CORPORATION MASAAKI IMAI FOUNDER OF THE KAIZEN INSTITUTE DR JEFFREY LIKER DIRECTOR JAPAN TECHNOLOGY MANAGEMENT PROGRAM UNIVERSITY OF MICHIGAN AND AUTHOR JOHN SHOOK CHAIRMAN AND CEO OF THE LEAN ENTERPRISE INSTITUTE BOB EMILIANI PROFESSOR SCHOOL OF ENGINEERING AND TECHNOLOGY CONNECTICUT STATE UNIVERSITY JON MILLER CEO OF THE KAIZEN INSTITUTE

SMITH AND KEARNY SHOW READERS HOW TO DESIGN WORKPLACES SO THEY SUPPORT GOOD PERFORMANCE INSTEAD OF GETTING IN THE WAY DRAWING ON RESEARCH FROM ENVIRONMENTAL AND COGNITIVE PSYCHOLOGY WORKPLACE DESIGN HUMAN FACTORS ORGANIZATIONAL BEHAVIOR AND PERFORMANCE TECHNOLOGY THIS BOOK ILLUSTRATES THE CONNECTIONS BETWEEN PHYSICAL AND SENSORY WORK ENVIRONMENTS AND HUMAN PERFORMANCE LINE DRAWINGS AND SAMPLE FLOOR PLANS APPROX

TWO TOP EXPERTS ON HIGH PERFORMING ORGANIZATIONS SHOW YOU HOW TO REFRAME YOUR AND YOUR EMPLOYEES RELATIONSHIP WITH FEAR AND ANXIETY TO CREATE A LEARNING CULTURE OF ENGAGED WORKERS AT THE TOP OF THEIR GAME FEAR AND UNCERTAINTY HAVE BEEN UNDERMINING PERFORMANCE AND WELL BEING IN THE WORKPLACE FOR AS LONG AS WE HAVE HAD WORKPLACES HERE S A LITTLE KNOWN FACT OF BUSINESS MISMANAGED FEAR IS RESPONSIBLE FOR ALMOST ALL OF THE DYSFUNCTION THAT MOST ORGANIZATIONS EXPERIENCE WHILE FEAR CAN DRIVE SHORT TERM RESULTS IT DOES SO AT THE COST OF HIGH EMPLOYEE BURNOUT AND TURNOVER IT ALSO UNDERMINES LONG TERM BUSINESS PERFORMANCE BUT WE CAN T ERADICATE IT ENTIRELY

IT IS INHERENT TO THE HUMAN CONDITION WINNING ORGANIZATIONS AREN'T FEAR FREE THEY KNOW HOW TO REFRAME FEAR INTO OPPORTUNITIES FOR LEARNING AND GROWTH THEY CREATE RESILIENT CULTURES OF UNFEAR IN THIS TIMELY AND ESSENTIAL GUIDE MCKINSEY ALUMNI GAURAV BHATNAGAR AND MARK MINUKAS SHOW LEADERS THE IMPACT OF FEAR ITS BIOLOGICAL UNDERPINNINGS AND THE ARCHETYPES THROUGH WHICH IT IS EXPRESSED AS PATTERNS OF BEHAVIOR IN ORGANIZATIONS THE STRATEGIES TECHNIQUES AND ACTIONS TO BRING ABOUT AN UNFEAR TRANSFORMATION THE PROCESS BEGINS WITH YOURSELF HOW TO BECOME AN UNFEAR INDIVIDUAL TRANSFORMATION DOESN'T START WITH SYSTEMS AND STRUCTURES BUT WITH MINDSETS AND BEHAVIOR HOW TO BUILD UNFEAR TEAMS EMPLOYEE WELL BEING LEADS TO HIGH PERFORMANCE FOR YOUR BUSINESS HOW TO BUILD UNFEAR ORGANIZATIONS THIS PROVEN APPROACH TO WORKPLACE ANXIETY REDUCES STRESS BOOSTS ENGAGEMENT AND OVERCOMES OBSTACLES THAT GET IN THE WAY OF SUCCESS IT LEADS TO PERSONAL REWARDS GREATER PROFITS AND SUSTAINABLE GROWTH THIS IS ONLY POSSIBLE WITH A CULTURE OF UNFEAR

THE MOMENT YOU WALK INTO MENLO INNOVATIONS YOU CAN SENSE THE ATMOSPHERE FULL OF ENERGY PLAYFULNESS ENTHUSIASM AND MAYBE EVEN JOY AS A PACKAGE DELIVERY PERSON ONCE REMARKED I DON'T KNOW WHAT YOU DO BUT WHATEVER IT IS I WANT TO WORK HERE EVERY YEAR THOUSANDS OF VISITORS COME FROM AROUND THE WORLD TO VISIT MENLO INNOVATIONS A SMALL SOFTWARE COMPANY IN ANN ARBOR MICHIGAN THEY MAKE THE TREK NOT TO LEARN ABOUT TECHNOLOGY BUT TO WITNESS A RADICALLY DIFFERENT APPROACH TO COMPANY CULTURE CEO AND CHIEF STORYTELLER RICH SHERIDAN REMOVED THE FEAR AND AMBIGUITY THAT TYPICALLY MAKE A WORKPLACE MISERABLE HIS OWN EXPERIENCE IN THE SOFTWARE INDUSTRY TAUGHT HIM THAT FOR MANY WORK WAS MARKED BY LONG HOURS AND MISMANAGED PROJECTS WITH LOW QUALITY RESULTS THERE HAD TO BE A BETTER WAY WITH JOY AS THE EXPLICIT GOAL SHERIDAN AND HIS TEAM CHANGED EVERYTHING ABOUT HOW THE COMPANY WAS RUN THEY ESTABLISHED A SHARED BELIEF SYSTEM THAT SUPPORTS WORKING IN PAIRS AND EMBRACES MAKING MISTAKES ALL WHILE FOSTERING DIGNITY FOR THE TEAM THE RESULTS BLEW AWAY ALL EXPECTATIONS MENLO HAS WON NUMEROUS GROWTH AWARDS AND WAS NAMED AN INC MAGAZINE AUDACIOUS SMALL COMPANY IT HAS TRIPLED ITS PHYSICAL OFFICE THREE TIMES AND PRODUCED PRODUCTS THAT DOMINATE MARKETS FOR ITS CLIENTS JOY INC OFFERS AN INSIDE LOOK AT HOW SHERIDAN AND MENLO CREATED A JOYFUL CULTURE AND SHOWS HOW ANY ORGANIZATION CAN FOLLOW THEIR METHODS FOR A MORE PASSIONATE TEAM AND SUSTAINABLE PROFITABLE RESULTS SHERIDAN ALSO SHOWS HOW TO RUN SMARTER MEETINGS AND BUILD CULTURAL TRAINING INTO YOUR HIRING PROCESS JOY INC OFFERS AN INSPIRATIONAL BLUEPRINT FOR READERS IN ANY FIELD WHO WANT A COMMITTED ENERGIZING ATMOSPHERE AT WORK LEADING TO SUSTAINABLE BUSINESS RESULTS

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