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The Outstanding Organization: Generate Business Results by ...

Reading Karen Martin's book, The Outstanding Organization: Generate Business Results by Eliminating Chaos and Building the Foundation for Everyday Excellence gave me hope that outstandingness -- for any organization -- is an attainable, achievable goal. Karen's focus on the importance of building a strong foundation instantly captured my attention.

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The Outstanding Organization Quotes by Karen Martin

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The Outstanding Organization: Generate Business Results by Eliminating Chaos and Building the Foundation for Everyday Excellence
Author: Karen Martin ISBN number: 9780071782371

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The Outstanding Organization: Generate Business Results by ...

The Outstanding Organization is a must read for all middle and upper managers that want to gain insights into the various quality methods and improvement tools available to their organization. I want to reread this book over and over again until its pages are dog-eared and my memory extracts every bit of its wisdom.

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In The Outstanding Organization, Karen offers a toolbox for combating chaos by creating the organizational conditions that will allow your improvement efforts to return greater gains.

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The Outstanding Organization: Generate Business Results by ...

"It is within our grasp to create an outstanding organization, but it won't happen without focus and attention. Karen Martin explores organizations that have made this transformation, and she unlocks their secrets for you. Read this book, apply the principles exposed, and you will achieve similar success." -richard sheridan, ceo, menlo innovations

Winner of The Shingo Research and Professional Publication Award! After two decades in the trenches of helping companies design and build better, more efficient operations, Karen Martin has pinpointed why performance improvement programs usually fail: Chaos, the sneaky but powerful force that frustrates customers, keeps business leaders awake at night, and saps company morale. In The Outstanding Organization, Karen offers a toolbox for combating chaos by creating the organizational conditions that will allow your improvement efforts to return greater gains. Proven, practical, and surprisingly simple, Karen's system focuses on four key behaviors for organizational excellence--Clarity, Focus, Discipline, Engagement--that, once instilled into a company's DNA, open the door to sustainable growth and profit. This well-organized, inviting-to-read guide reveals everything you need to know about: How the lack of clarity and focus adds millions of dollars of unnecessary labor expense and slows progress on all fronts How you can gain a competitive edge by adopting the type of disciplined behaviors typically found in the military, science, law enforcement, sports, and the arts Why you should stop worrying about employee satisfaction--and start concerning yourself with employee engagement Why adopting various improvement approaches without building a foundation for success won't solve your problems--and will likely create more chaos Although you don't like the chaos that you're currently coping with, you've probably come to accept it. You don't have to if you follow the path Karen lays out. This no-nonsense book helps you get to the crux of the problem, so you can inject the sensible, disciplined calm that enables the levels of performance and innovation mandated by today's business environment--and help your organization become truly outstanding. Praise for The Outstanding Organization "Too often, outstanding performance seems out of reach. Karen Martin explains, with elegant simplicity, why so many organizations 'can't get there from here.' Better yet, she provides clear, actionable advice on building a foundation that will allow anyone to achieve excellence." -Matthew E. May, author, The Laws of Subtraction "This fast-moving book gives managers a series of practical, proven strategies and tools to improve performance to get better results immediately." -Brian Tracy, author, Full Engagement! "It is within our grasp to create an outstanding organization, but it won't happen without focus and attention. Karen Martin explores organizations that have made this transformation, and she unlocks their secrets for you. Read this book, apply the principles exposed, and you will achieve similar success." -Richard Sheridan, CEO, Menlo Innovations "Karen Martin shares her extensive experience assisting companies in their improvement efforts and identifies capabilities common among organizations that have achieved sustainable outstanding success. Especially noteworthy is Karen's discussion of the Plan-Do-Study-Adjust management cycle. Adapt it as you need, adopt it because you must." -John

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Shook, Chairman and CEO, Lean Enterprise Institute "Powerful and motivating! Whether you are performing aerial feats in a super-sonic fighter jet at low altitude or plotting improvement efforts from the corporate boardroom, this book will help you take your organizational performance to new heights!" -Scott Beare, former Lead Solo Pilot, Blue Angels

What do successful organizations and smart leaders have in common? They deliver outstanding value to their stakeholders. Interviews with over 80 leading organizations in private, public and third sectors from all over the world have led Andrew Kakabadse to a fascinating insight: organizations where stakeholder engagement was highest were not those led by charismatic and visionary leaders, but by a culture of delivering outstanding value. Through his research, he found two different approaches at work. In strategy-led organizations, senior management has a clear notion of how value can be created and enacts a strategy to achieve it with the support of key managers and board members. Value-delivery-led organizations approach value creation differently. In these organizations, the leadership gathers evidence from internal and external stakeholders to determine the value the organization is delivering today and can deliver in the future. A strategy is then put in place to support those findings – and is deliberately exposed to challenges from stakeholders to create engagement. The Success Formula demonstrates how value-delivery-led organizations are outperforming their strategy-led counterparts and how the world's best organizations deliver value to their stakeholders, with examples drawn from Anglo American, Deutsche Bank, Citibank, Jaguar/Land Rover, Microsoft, BMW and Alfa Bank. This authoritative guide shows leaders how to improve the way they gather meaningful evidence to create a value-delivery culture that maximizes the benefits for their organizations and stakeholders.

The first edition introduced the newly emerging field called Positive Organizational Scholarship. Rather than focusing on organizational dysfunction, Positive Organizational Scholarship looks at organizations that are functioning at an unusually high level. Learning from such successful groups about what they did right forms the backbone of the strategy, because strategies that capitalize on the positive tend to produce life-giving, flourishing outcomes in organizations. The four strategies discussed in the first edition included the cultivation of positive climate, positive relationships, positive communication, and positive meaning. Each strategy is explained and illustrated. In this revised edition, the author will add the following materials: Chapter 1: Outlining three outcomes associated with positive leadership and one more example. Chapter 2: Adding some empirical findings linking attributes of climate with physiological benefits. Chapter 3: A brief discussion of temporary encounters with positive or negative outcomes. Chapter 4: Additional research on the results of the positive-to-negative-communication-ratio. Chapter 5: Elaboration on the issue of meaningfulness in work. Chapter 6: More ideas for implementation

Award-winning business performance improvement and Lean management expert Karen Martin diagnoses a ubiquitous business management and leadership problem—the lack of clarity—and outlines specific actions to dramatically improve organizational performance. Through her global consulting projects, keynote speeches, and work with thousands of leaders, Karen has seen first-hand how a pervasive lack of clarity strangles business performance and erodes employee engagement. Ambiguity is the corporate default state, a condition so prevalent that “tolerance for ambiguity” has become a clichéd job requirement. It doesn't have to be this way. In Clarity First, Karen provides methods and insights for achieving clarity to unleash potential, innovate at higher levels, and solve the problems that matter to deliver outstanding business results. Both a visionary road map and practical guide, this book will help leaders:

- Identify and communicate the

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organization's true purpose •Set achievable priorities •Deliver greater customer value through more efficient processes •Provide greater transparency about true versus assumed performance •Build strong problem-solving and critical thinking capabilities throughout the organization •Develop personal clarity to be a more direct, purposeful, and successful leader Eliminating ambiguity is the first step for leaders and organizations to achieve strategic goals. Learn how to gain the clarity needed to make better decisions, lead more effectively, and boost organizational performance. When it comes to leading an outstanding organization, every great leader needs Clarity First.

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?

This practical guide, the first to show how leaders can achieve extraordinary results through the positive energy generated by virtuous interactions with employees, is written by one of the giants in the study of positive leadership. This book reveals one of the most important but frequently ignored factors that lead to spectacular performance in organizations. Kim Cameron, a true pioneer in the study of positive leadership, offers validated scientific evidence that all individuals are inherently attracted to and flourish in the presence of positive energy, a principle known in biology as heliotropism. Further, he shows that the positive relational energy generated by leaders' virtuous behaviors—such as generosity, compassion, gratitude, trustworthiness, forgiveness, and kindness—is tightly linked to extraordinary

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organizational outcomes like greater innovation, higher profits, and increased engagement and retention. Cameron has not written a feel-good tome about the power of positive thinking, "happiology," or unbridled optimism. This research-based explanation shows how to achieve performance that exceeds expectations. He provides practical suggestions, assessments, and exercises showing how leaders can improve their own positive energy and increase positive relational energy in their organizations. Positively Energizing Leadership is a major contribution to the theory and practice of leadership.

Every day, millions of employees watch their leaders sabotage themselves. They watch, they learn, and then they do it, too. Next thing you know, everyone's lost motivation, and nobody takes ownership. That's how organizations fail. This book will help you break the vicious cycle of self-handicapping leadership in your organization, stop the excuses, and unleash all the performance your team is capable of delivering. Phil and Jordan reveal how and why people handicap themselves even when they know better. Next, they offer real solutions from their own pioneering research and consulting. You'll find practical ways to strengthen accountability and self-awareness, recognize the "big picture," improve decision-making, deepen trust and engagement, develop talent, escape micromanagement, and focus relentlessly on outcomes. Your colleagues can be far more effective, and so can you. In fact, it starts with you—right here, right now, with this book. Many leaders inadvertently create cultures of failure. They model and promote "selfhandicapping" actions, where people withdraw effort or create new problems, in order to maintain their own self-images of competence. Self-Handicapping Leadership shines the spotlight on this widespread and destructive phenomenon and presents real action plans for overcoming it.

Offers four principles that can make an organization more effective and remove the chaos of performance improvements.

In this pathbreaking book, world-renowned Harvard Business School service firm experts James L. Heskett, W. Earl Sasser, Jr. and Leonard A. Schlesinger reveal that leading companies stay on top by managing the service profit chain. Why are a select few service firms better at what they do -- year in and year out -- than their competitors? For most senior managers, the profusion of anecdotal "service excellence" books fails to address this key question. Based on five years of painstaking research, the authors show how managers at American Express, Southwest Airlines, Banc One, Waste Management, USAA, MBNA, Intuit, British Airways, Taco Bell, Fairfield Inns, Ritz-Carlton Hotel, and the Merry Maids subsidiary of ServiceMaster employ a quantifiable set of relationships that directly links profit and growth to not only customer loyalty and satisfaction, but to employee loyalty, satisfaction, and productivity. The strongest relationships the authors discovered are those between (1) profit and customer loyalty; (2) employee loyalty and customer loyalty; and (3) employee satisfaction and customer satisfaction. Moreover, these relationships are mutually reinforcing; that is, satisfied customers contribute to employee satisfaction and vice versa. Here, finally, is the foundation for a powerful strategic service vision, a model on which any manager can build more focused operations and marketing capabilities. For example, the authors demonstrate how, in Banc One's operating divisions, a direct relationship between customer loyalty measured by the "depth" of a relationship, the number of banking services a customer utilizes, and profitability led the bank to encourage existing customers to further extend the bank services they use. Taco Bell has found that their stores in the top quadrant of customer satisfaction ratings outperform their other stores on all measures. At American Express Travel Services, offices that ticket quickly and accurately are more profitable than those which don't. With hundreds of examples like these, the authors show how to

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manage the customer-employee "satisfaction mirror" and the customer value equation to achieve a "customer's eye view" of goods and services. They describe how companies in any service industry can (1) measure service profit chain relationships across operating units; (2) communicate the resulting self-appraisal; (3) develop a "balanced scorecard" of performance; (4) develop a recognitions and rewards system tied to established measures; (5) communicate results company-wide; (6) develop an internal "best practice" information exchange; and (7) improve overall service profit chain performance. What difference can service profit chain management make? A lot. Between 1986 and 1995, the common stock prices of the companies studied by the authors increased 147%, nearly twice as fast as the price of the stocks of their closest competitors. The proven success and high-yielding results from these high-achieving companies will make The Service Profit Chain required reading for senior, division, and business unit managers in all service companies, as well as for students of service management.

Offers advice on how to lead an organization into change, including establishing a sense of urgency, developing a vision and strategy, and generating short-term wins.

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