

Further Up The Organization How To Stop Management From Stifling People And Strangling Productivity Hardcover

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2022-05-31

ELAINE CUNNINGHAM

The Effective Executive Harvard Business Press
Real leadership that leads to high engagement, higher performance, and a culture of accountability As president and CEO of Scripps Health, one of America's most prestigious health systems, Chris Van Gorder presided over a dramatic turnaround, catapulting Scripps from near bankruptcy to a dominant market position. While hospitals and health systems nationwide have laid people off or are closing their doors, Scripps is financially healthy, has added thousands of employees (even with a no-layoff philosophy), and has developed a reputation as a top employer. What are the secrets to this remarkable story? In *The Front-Line Leader*, Chris Van Gorder candidly shares his own incredible story, from police officer to CEO, and the leadership philosophy that drives all of his decisions and actions: people come first. Van Gorder began his unlikely career as a California police officer, which deeply instilled in him a sense of social responsibility, honesty, and public service. After being injured on the job and taking an early retirement, Van Gorder had to reinvent himself, taking a job as a hospital security director, a job that would change his life. Through hard work and determination, he rose to executive ranks, eventually becoming CEO of Scripps. But he never forgot his own roots and powerful work ethic, or the time when he was a security officer and a CEO would not make eye contact with him. Van Gorder leads from the front lines, making it

a priority to know his employees and customers at every level. His values learned on the force—protecting the community, educating citizens, developing caring relationships, and ultimately doing the right thing—shape his approach to business. As much as companies talk about accountability, managers seldom understand what practical steps to take to achieve an ethic of service that makes accountability meaningful. The Front-Line Leader outlines specific tactics and steps anyone can use starting today to take responsibility, inspire others, and achieve breakout results for their organizations. Van Gorder reveals how a no-layoff philosophy led to higher accountability, how his own attention to seemingly minor details spurred larger change, and how his own high standards for himself and his team improved morale and productivity. From general strategy to the tiny, everyday steps leaders can take to create the kind of culture and accountability that translates into major competitive advantage, *The Front-Line Leader* charts a path to better leadership and a more engaged, higher-performing organization.

Fully Reported with Numerous Annotations ... John Wiley & Sons
A Yale professor and author of *A Jane Austen Education* evaluates the consequences of high-pressure educational and parenting approaches that challenge the mind's ability to think critically and creatively, calling for strategic changes that can offer college students a self-directed sense of purpose.

New Rules of Engagement for a Complex World John Wiley & Sons

Now available in paperback, this two-volume work is intended to help readers develop powerful new ways of thinking about

organizational principles, and apply them to policy-making and management in colleges and universities. The book is written with two audiences in mind: administrative and faculty leaders in institutions of higher learning, and students (both doctoral and Master's degree) studying to become upper-level administrators, leaders, and policy makers in higher education. It systematically presents a range of theories that can be applied to many of the difficult management situations that college and university leaders encounter. It provides them with the theoretical background to knowledgeably evaluate the many new ideas that emerge in the current literature, and in workshops and conferences. The purpose is to help leaders develop their own effective management style and approaches, and feel confident that their actions are informed by appropriate theory and knowledge of the latest research in the field. Without theory, organizational leaders are forced to treat each problem that they encounter as unique—as if it were a first-time occurrence. While leaders may have some experience with a particular issue, their solutions are usually not informed by the accumulated wisdom of others who have already encountered and resolved similar situations. The authors approach the theory of the organization and administration of colleges and universities from three quite different perspectives, or paradigms, each relying on different assumptions about the “reality” of organizational life in colleges and universities. The positivist paradigm—primarily an omnibus systems theory—integrates the chapters into a comprehensive, yet easily accessible whole. Social constructionism, the second paradigm, is introduced in each chapter to illuminate the difficulty

of seeking and finding meaningful consensus on problems and policies, while also addressing important ethical issues that tend to be overlooked in leadership thought and action. The third paradigm, postmodernism, draws attention to difficulties of logic and communication under the constraints of strictly linear thinking that “authorities” at all levels attempt to impose on organizations. This “multiple paradigm” approach enables readers to become more cognizant of their own assumptions, how they may differ from those of others in their organization, and how those differences may both create difficulties in resolving problems and expand the range of alternatives considered in organizational decision making. The book offers readers the tools to balance the real-world needs to succeed in today’s challenging and competitive environment with the social and ethical aspirations of all its stakeholders and society at large. The authors’ aim is to elucidate how administration can be made more efficient and effective through rational decision-making while also respecting humanistic values. This approach highlights a range of phenomena that require attention if the institution is ultimately to be considered successful.

X-teams Stylus Publishing, LLC

A leadership expert draws on the examples of real people--representing a variety of fields--to share the secret of "leading up" or gently moving a superior to work at his or her own potential. Reprint. 20,000 first printing.

Thriving on Vague Objectives Berrett-Koehler Publishers
First published in 1971, *Rules for Radicals* is Saul Alinsky's impassioned counsel to young radicals on how to effect constructive social change and know “the difference between being a realistic radical and being a rhetorical one.” Written in the midst of radical political developments whose direction Alinsky was one of the first to question, this volume exhibits his style at its best. Like Thomas Paine before him, Alinsky was able to combine, both in his person and his writing, the intensity of political engagement with an absolute insistence on rational political discourse and adherence to the American democratic tradition.

The Fearless Organization Simon and Schuster

In a hierarchy, every employee rises to the level of their own incompetence. This simple maxim, defined by this classic book over 40 years ago, has become a beacon of truth in the world of

work. From the civil service to multinational companies to hospital management, it explains why things constantly go wrong: promotion up a hierarchy inevitably leads to over-promotion and incompetence. Through barbed anecdotes and wry humour the authors define the problem and show how anyone, whether at the top or bottom of the career ladder, can avoid its pitfalls. Or, indeed, avoid promotion entirely!

The Organization Man Princeton University Press

In the late 1980s, after a decade spent engaged in more routine interest-group politics, thousands of lesbians and gay men responded to the AIDS crisis by defiantly and dramatically taking to the streets. But by the early 1990s, the organization they founded, ACT UP, was no more—even as the AIDS epidemic raged on. Weaving together interviews with activists, extensive research, and reflections on the author’s time as a member of the organization, *Moving Politics* is the first book to chronicle the rise and fall of ACT UP, highlighting a key factor in its trajectory: emotion. Surprisingly overlooked by many scholars of social movements, emotion, Gould argues, plays a fundamental role in political activism. From anger to hope, pride to shame, and solidarity to despair, feelings played a significant part in ACT UP’s provocative style of protest, which included raucous demonstrations, die-ins, and other kinds of street theater. Detailing the movement’s public triumphs and private setbacks, *Moving Politics* is the definitive account of ACT UP’s origin, development, and decline as well as a searching look at the role of emotion in contentious politics.

Leading Change John Wiley & Sons

Total quality management (TQM), reengineering, the workplace of the twenty-first century--the 1990s have brought a sense of urgency to organizations to change or face stagnation and decline, according to *Enhancing Organizational Performance*. Organizations are adopting popular management techniques, some scientific, some faddish, often without introducing them properly or adequately measuring the outcome. *Enhancing Organizational Performance* reviews the most popular current approaches to organizational change--total quality management, reengineering, and downsizing--in terms of how they affect organizations and people, how performance improvements can be measured, and what questions remain to be answered by researchers. The committee explores how theory, doctrine,

accepted wisdom, and personal experience have all served as sources for organization design. Alternative organization structures such as teams, specialist networks, associations, and virtual organizations are examined. *Enhancing Organizational Performance* looks at the influence of the organization's norms, values, and beliefs--its culture--on people and their performance, identifying cultural "levers" available to organization leaders. And what is leadership? The committee sorts through a wealth of research to identify behaviors and skills related to leadership effectiveness. The volume examines techniques for developing these skills and suggests new competencies that will become required with globalization and other trends. Mergers, networks, alliances, coalitions--organizations are increasingly turning to new intra- and inter-organizational structures. *Enhancing Organizational Performance* discusses how organizations cooperate to maximize outcomes. The committee explores the changing missions of the U.S. Army as a case study that has relevance to any organization. Noting that a musical greeting card contains more computing power than existed in the entire world before 1950, the committee addresses the impact of new technologies on performance. With examples, insights, and practical criteria, *Enhancing Organizational Performance* clarifies the nature of organizations and the prospects for performance improvement. This book will be important to corporate leaders, executives, and managers; faculty and students in organizational performance and the social sciences; business journalists; researchers; and interested individuals.

The Great Game of Business John Wiley & Sons

The bestselling workbook and grammar guide, revised and updated! Hailed as one of the best books around for teaching grammar, *The Blue Book of Grammar and Punctuation* includes easy-to-understand rules, abundant examples, dozens of reproducible quizzes, and pre- and post-tests to help teach grammar to middle and high schoolers, college students, ESL students, homeschoolers, and more. This concise, entertaining workbook makes learning English grammar and usage simple and fun. This updated 12th edition reflects the latest updates to English usage and grammar, and includes answers to all reproducible quizzes to facilitate self-assessment and learning. Clear and concise, with easy-to-follow explanations, offering "just the facts" on English grammar, punctuation, and usage Fully

updated to reflect the latest rules, along with even more quizzes and pre- and post-tests to help teach grammar. Ideal for students from seventh grade through adulthood in the US and abroad. For anyone who wants to understand the major rules and subtle guidelines of English grammar and usage, *The Blue Book of Grammar and Punctuation* offers comprehensive, straightforward instruction.

National Academies Press

The measure of the executive, Peter Drucker reminds us, is the ability to 'get the right things done'. Usually this involves doing what other people have overlooked, as well as avoiding what is unproductive. He identifies five talents as essential to effectiveness, and these can be learned; in fact, they must be learned just as scales must be mastered by every piano student regardless of his natural gifts. Intelligence, imagination and knowledge may all be wasted in an executive job without the acquired habits of mind that convert these into results. One of the talents is the management of time. Another is choosing what to contribute to the particular organization. A third is knowing where and how to apply your strength to best effect. Fourth is setting up the right priorities. And all of them must be knitted together by effective decision-making. How these can be developed forms the main body of the book. The author ranges widely through the annals of business and government to demonstrate the distinctive skill of the executive. He turns familiar experience upside down to see it in new perspective. The book is full of surprises, with its fresh insights into old and seemingly trite situations.

A Pragmatic Primer for Realistic Radicals Routledge

Why do good teams fail? Very often, argue Deborah Ancona and Henrik Bresman, it is because they are looking inward instead of outward. Based on years of research examining teams across many industries, Ancona and Bresman show that traditional team models are falling short, and that what's needed--and what works--is a new brand of team that emphasizes external outreach to stakeholders, extensive ties, expandable tiers, and flexible membership. The authors highlight that X-teams not only are able to adapt in ways that traditional teams aren't, but that they actually improve an organization's ability to produce creative ideas and execute them--increasing the entrepreneurial and innovative capacity within the firm. What's more, the new environment demands what the authors call "distributed

leadership," and the book highlights how X-teams powerfully embody this idea.

The Idea-Driven Organization Vintage

The definitive playbook for driving impact as a middle manager. *Leading from the Middle: A Playbook for Managers to Influence Up, Down, and Across the Organization* delivers an insightful and practical guide for the backbone of an organization: those who have a boss and are a boss and must lead from the messy middle. Accomplished author and former P&G executive Scott Mautz walks readers through the unique challenges facing these managers, and the mindset and skillset necessary for managing up and down and influencing what happens across the organization. You'll learn the winning mindset of the best middle managers, how to develop the most important skills necessary for managing from the middle, how to create your personal Middle Action Plan (MAP), and effectively influence: Up the chain of command, to your boss and those above them; Down, to your direct reports and teams who report to you; Laterally, to peers and teams you have no formal authority over. Anyone in an organization who reports to someone and has someone reporting to them must lead from the middle. They are the most important group in an organization and have a unique opportunity to drive impact. *Leading from the Middle* explains how.

How to Lead Your Boss So You Both Win Currency

In his first complete text on the ADKAR model, Jeff Hiatt explains the origin of the model and explores what drives each building block of ADKAR. Learn how to build awareness, create desire, develop knowledge, foster ability and reinforce changes in your organization. The ADKAR Model is changing how we think about managing the people side of change, and provides a powerful foundation to help you succeed at change. After more than 14 years of research with corporate change, the ADKAR model has emerged as a holistic approach that brings together the collection of change management work into a simple, results oriented model. This model ties together all aspects of change management including readiness assessments, sponsorship, communications, coaching, training and resistance management. All of these activities are placed into a framework that is oriented on the required phases for realizing change with individuals and the organization. The ADKAR perspective can help you develop a new lens through which to observe and influence change. You

may be working for change in your public school system or in a small city council. You may be sponsoring change in your department at work. You may be observing large changes that are being attempted at the highest levels of government or you may be leading an enterprise-wide change initiative. The perspective enabled by the ADKAR model allows you to view change in a new way. You can begin to see the barrier points and understand the levers that can move your changes forward. ADKAR allows you to understand why some changes succeed while others fail. Most importantly, ADKAR can help your changes be a success. Based on research with more than 900 companies from 59 countries, ADKAR is a simple and holistic way to manage change.

The Art of Strategic Leadership Ballantine Books

GET INSPIRED. GET EXCITED. GET RESULTS. A proven approach to corporate culture that's positively contagious. You are about to enter a new era of leadership. With more competition, more connectedness, and more opportunities than ever before, this exciting new era demands a workplace culture that is collaborative, productive, energized, and contagious. A culture that encourages extraordinary growth and innovation. A culture that starts with you—showing up, setting the tone, and lighting the fire... This book is about answering that call and setting yourself up for success. It's about improving your leadership presence and your impact, not just on others but yourself. It's about creating the space you need to share your vision, state your intention, and jump-start your team. It's about working yourself over—from the inside out—so you can become the strong, effective, inspiring leader you know you can be. This is *Contagious Culture*, a game-changing guide to transforming corporate culture from within, developed by the award-winning creator of The IEP Method to strengthen your "Intentional Energetic Presence." This is more than a leadership book—this is your future calling. Award-winning organizational advisor Anese Cavanaugh reveals the secrets of IEP—Intentional Energetic Presence—for transforming your workplace and your life. The key to any company's success lies in its culture. This game-changing guide shows you how to shape and revitalize this culture—by setting the tone, engaging the team, and creating a dynamic working environment that encourages growth, productivity, and innovation. It all starts with you... Using the book's unique IEP

Method, you can: Be the kind of leader people want to follow—not have to follow Craft your intention—and make a real impact Unleash your energy—and watch it spread like wildfire Unlock greater collaboration in your teams—and greater leadership in your people Show up for Others—by setting yourself up for success Bring out the best in everyone—including yourself Create a contagious work culture that people want to catch! With these proven step-by-step techniques, you can take control of the culture you work in and build a healthier, more functional environment—from the inside out. You'll find helpful transformative tools and exercises for improving collaborations, opening communications, and implementing changes. You'll discover the best methods for handling the toughest challenges, whether it's hiring and firing, strategizing and organizing, busyness or burnout. Best of all, you'll learn how to enhance your "Intentional Energetic Presence" (IEP) so you'll always be fully present, purposeful, and prepared to share your vision with infectious energy and enthusiasm. Contagious Culture is so much more than a leadership guide. It's a complete cultural mind-shift that's not only exciting for you and your team—it's absolutely, positively contagious.

Up the Organization Currency

Good management is a precious commodity in the corporate world. *Guide to Management Ideas and Gurus* is a straight-forward manual on the most innovative management ideas and the management gurus who developed them. The earlier edition, *Guide to Management Ideas*, presented the most significant ideas that continue to underpin business management. This new book builds on those ideas and adds detailed biographies of the people who came up with them—the most influential business thinkers of the past and present. Topics covered include: Active Inertia, Disruptive Technology, Genchi Genbutsu (Japanese for "Go and See for Yourself"), The Halo Effect, The Long Tail, Skunkworks, Tipping Point, Triple Bottom Line, and more. The management gurus covered include: Dale Carnegie, Jim Collins, Stephen Covey, Peter Drucker, Philip Kotler, Michael Porter, Tom Peters, and many others.

Why Some Companies Make the Leap ... and Others Don't Prosci

Although it was first published more than thirty-five years ago, *Up the Organization* continues to top the lists of best business books

by groups as diverse as the American Management Association, Strategy + Business (Booz Allen Hamilton), and The Wharton Center for Leadership and Change Management. 1-800-CEO-READ ranks Townsend's bestseller first among eighty books that "every manager must read." This commemorative edition offers a new generation the benefit of Robert Townsend's timeless wisdom as well as reflections on his work and life by those who knew and worked with him. This groundbreaking book continues to remind us not to get mired in all those sacred organizational routines that stifle people and strangle both profits and profitability. He shows a way to humanize business and a way to have fun while making it all work better than it ever worked before.

Unlocking the Power in Bottom-Up Ideas Bloomsbury Publishing

Can a good company become a great one and, if so, how? After a five-year research project, Collins concludes that good to great can and does happen. In this book, he uncovers the underlying variables that enable any type of organization to *Emotion and ACT UP's Fight against AIDS* Harvard Business Press "One of the most important questions a leader can ask themselves is: "How do I get my teams, my organization, to move faster?" That is the challenge that all leaders face. This challenge grows more intense every day, and an organization can only move as quickly as its leaders. This book shows you how to get your ideas, plans, and needs disseminated quickly from the top down"--

Guide to Management Ideas and Gurus National Academies Press Conquer the most essential adaptation to the knowledge economy *The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth* offers practical guidance for teams and organizations who are serious about success in the modern economy. With so much riding on innovation, creativity, and spark, it is essential to attract and retain quality talent—but what good does this talent do if no one is able to speak their mind? The traditional culture of "fitting in" and "going along" spells doom in the knowledge economy. Success requires a continuous influx of new ideas, new challenges, and critical thought, and the interpersonal climate must not suppress, silence, ridicule or intimidate. Not every idea is good, and yes there are stupid questions, and yes dissent can slow things down, but talking through these things is an essential part of the creative process. People must be allowed to voice half-

finished thoughts, ask questions from left field, and brainstorm out loud; it creates a culture in which a minor flub or momentary lapse is no big deal, and where actual mistakes are owned and corrected, and where the next left-field idea could be the next big thing. This book explores this culture of psychological safety, and provides a blueprint for bringing it to life. The road is sometimes bumpy, but succinct and informative scenario-based explanations provide a clear path forward to constant learning and healthy innovation. Explore the link between psychological safety and high performance Create a culture where it's "safe" to express ideas, ask questions, and admit mistakes Nurture the level of engagement and candor required in today's knowledge economy Follow a step-by-step framework for establishing psychological safety in your team or organization Shed the "yes-men" approach and step into real performance. Fertilize creativity, clarify goals, achieve accountability, redefine leadership, and much more. The *Fearless Organization* helps you bring about this most critical transformation.

7 Steps to Fix, Build, or Stretch Your Organization Prentice Hall Too many organizations are overlooking, or even suppressing, their single most powerful source of growth and innovation. And it's right under their noses. The frontline employees who interact directly with your customers, make your products, and provide your services have unparalleled insights into where problems exist and what improvements and new offerings would have the most impact. In this follow-up to their bestseller *Ideas Are Free*, Alan G. Robinson and Dean M. Schroeder show how to align every part of an organization around generating and implementing employee ideas and offer dozens of examples of what a tremendous competitive advantage this can offer. Their advice will enable leaders to build organizations capable of implementing 20, 50, or even 100 ideas per employee per year. Citing organizations from around the world, they explain what's needed to put together a management team that can lead the type of organization that embraces grassroots ideas and describe the strategies, policies, and practices that enable them. They detail exactly how high-performing idea processes work and how to design one for your organization. There's constant pressure today to do more with less. But cutting wages and benefits and pushing people to work harder with fewer resources can go only so far. Ironically, the best solution resides with the very people who have

been bearing the brunt of these measures. With Robinson and Schroeder's advice, you can unleash a constant stream of great ideas that will strengthen every facet of your organization.