

1. Record Nr.	UNINA9910453371803321
Autore	Bartkus Viva Ona
Titolo	Getting it right [[electronic resource]] : Notre Dame on leadership and judgment in business / / Viva Ona Bartkus and Ed Conlon
Pubbl/distr/stampa	San Francisco, CA, : Jossey-Bass, c2008
ISBN	1-281-75211-8 9786611752118 0-470-38309-7
Edizione	[1st ed.]
Descrizione fisica	1 online resource (303 p.)
Collana	J-B US non-Franchise Leadership ; ; v.228
Altri autori (Persone)	ConlonE. J <1951-> (Edward J.)
Disciplina	658.4 658.4/092 658.4092
Soggetti	Leadership Problem solving Decision making Electronic books.
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Description based upon print version of record.
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Getting It Right: Notre Dame on Leadership and Judgment in Business; Contents; Acknowledgments; Introduction: SOLVE THE PROBLEM; Back from the Brink: A Cautionary Tale; Problem Solving-An Underrated Leadership Skill; The Misunderstood Role of Values in Problem Solving; To Be a Successful Executive, Make Values-Based Problem Solving a Habit of Mind; How to Use This Book; Our Signs of Success; Part I: DISCOVERING SOLUTIONS; Chapter 1: STARTING FROM VALUES; A Tale of Values Conflicts; Values and Problem-Solving Efforts; Articulating Your Own Bedrock Values; Organizational Commitment to Norms Resolving Inevitable Conflicts Bill's Decision and Lessons for the General Manager; Integrity in Problem Solving; Chapter 2: WHAT REALLY IS THE PROBLEM HERE?; Starting to Diagnose the Problem; Our Iterative, Hypothesis-Driven Approach; Problem-Solving Step 1: Defining the Problem and Generating a Hypothesis of the Solution; Problem-Solving Step 2: Disaggregating the Problem into Issues; Problem-Solving Step 3: A Detailed Work Plan; For Problem Solvers

Working Solo; In Short, More Erasers Than Pencils; Chapter 3: PRIORITIES; Prioritization in Action; Setting Aspirations Criteria for Prioritization A Disciplined Managerial Habit; Chapter 4: ONE PERCENT INSPIRATION; The Electric Town Case and Creativity; Why Creativity Is Hard; Creativity from Conscious Planning; The General Manager's Challenge; Chapter 5: NINETY-NINE PERCENT PERSPIRATION; Discovering Pragmatic Solutions; Delta versus Omega for the AMCC Contract; Where Sweat Really Pays; Chapter 6: HOW TO TELL THE STORY; Storylines: How to Write Them; Storylines: With Whom to Communicate Them; Storylines: How to Communicate Them; Stories, Discernment, and Better Decisions

Part II: MOVING FROM ANALYSIS TO ACTION Chapter 7: THE BUSINESS CASE; The Call to Arms; Dark Days in Capri; The Business Case-A Tool for Pressure-Testing Solutions; Five Steps to a Business Case; From Business Case to Decision: Failure at Capri?; A Tool and a Caution; Chapter 8: WHEN GOOD ENOUGH IS BOTH; To Buy or Not to Buy?; Intelligent Trade-offs Between Analysis and Action; FPE and the Green Bay Sorter; Yes, But How Do I Really Know?; Persevering Through the "Wallow Curve," and Other Advice; Part III: DRIVING THE SOLUTION THROUGH THE ORGANIZATION

Chapter 9: FRAILTY, FORTITUDE, AND A LEADER'S COMMITMENT Moving from Problem Analyst to True Problem Solver; Assessing a Leader's Commitment to a Proposed Solution; The Challenge of Change at MedTech; Risk, Frailty, and Empathy; Chapter 10: BULLDOZE THE BARRIERS; Submariners Under Attack; Major Barriers to Implementation of Solutions; The Barriers at Global GasCo's East Coast Operations; Overcoming Resistance from All Sides; Be Prepared to Slog; Chapter 11: THE TOILS OF SISYPHUS; Back at Capri; Driving Implementations of New Solutions; Implementation Lessons at Capri; The Cost of Change

Conclusion

Sommario/riassunto

To be a successful business leader, executives need to make values-based problem solving a habit of mind, argue management experts and Notre Dame professors Viva Bartkus and Ed Conlon. In Getting It Right, Bartkus and Conlon draw on insights from consulting, management, and academia to deliver a powerful message: no matter how chaotic the marketplace, leaders can still address even the most staggering challenges in a calm and confident manner.