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Autore	Hope Jeremy
Titolo	The leader's dilemma [[electronic resource]] : how to build an empowered and adaptive organization without losing control // by Jeremy Hope, Peter Bunce, and Franz Roosli
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Altri autori (Persone)	BuncePeter RoosliFranz
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Nota di contenuto	The Leader's Dilemma How to Build an Empowered and Adaptive Organization Without Losing Control; Contents; Foreword; Preface; Some definitions; Introduction The organization as an adaptive system; 1 Principle #1 - Values Bind people to a common cause, not a central plan; 2 Principle #2 - Governance Govern through shared values and sound judgment, not detailed rules and regulations; 3 Principle #3 - Transparency Make information open and transparent; don't restrict and control it; 4 Principle #4 - Teams Organize around a seamless network of accountable teams, not centralized functions 5 Principle #5 - Trust Trust teams to regulate and improve their performance don't micro-manage them; 6 Principle #6 - Accountability Base accountability on holistic criteria and peer reviews, not on hierarchical relationships; 7 Principle #7 - Goals Set ambitious medium-term goals, not short-term fixed targets; 8 Principle #8 - Rewards Base rewards on relative performance, not fixed targets; 9 Principle #9 - Planning Make planning a continuous and inclusive

process, not a top-down annual event; 10 Principle #10 - Coordination Coordinate interactions dynamically, not through annual budgets
11 Principle #11 - Resources Make resources available just-in-time, not just-in-case
12 Principle #12 - Controls Base controls on fast, frequent feedback, not on budget variances;
13 Implementation insights;
14 Make management change your legacy; Notes; Index

Sommario/riassunto

Many leaders realize that in today's economy it will no longer be the smart highly paid people in the corporate center that drive success. Instead it will come from harnessing the knowledge and creativity of all their people, especially those that work at the interface between the organization and its customers. They also know that their budget-driven management processes are too slow, rigid and expensive and encourage the wrong behaviour. But business leaders are on the horns of a dilemma. How do they empower their people and adapt to change without losing control? This book is about rethinking
