

1. Record Nr.	UNINA9910782398803321
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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
Classificazione	85.08
Altri autori (Persone)	ConlonE. J <1951-> (Edward J.)
Disciplina	658.4 658.4/092 658.4092
Soggetti	Leadership Problem solving Decision making
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: FRAILITY, 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.
