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Nota di contenuto	Cover; Title Page; Copyright; Contents; Acknowledgments; Introduction; Chapter 1 Know Your People; Fly-Bys Don't Count; Roll Up Your Sleeves and Get Dirty; Do Your Dance; Make It Real with Questions and Answers; Stay Accessible; Keeping Employees Current; Be Yourself; The Job Never Ends; Taking Action; Chapter 2 Get Outside Yourself; See Yourself as a Trainee Again; Engage Even More Deeply; Lean on Your Partners; Build a Team Early; "We," Not "I"; Love Your People; Taking Action; Chapter 3 The Credibility Factor; Make It Visible and Meaningful; Act Repeatedly; Help Is on the Way Taking ActionChapter 4 Tell Stories; Talk About the Front Line; Tell Your Own Stories; Use Your Storytelling Skills to Explain; Invite Employees to Tell Stories Too; Getting Inspired Together; Taking Action; Chapter 5 Create a Culture of Advocacy; Manage Down; Give Employees a Voice; Take Employee Feedback Seriously; Empower Employees to Assist in Change; Give People the Tools They Need to Succeed; Raise the Bar; Taking Action; Chapter 6 Take Care of the "Me"; Commit to a Philosophy, Not a Policy; Stick with the Philosophy in Tough Times; Create Structures That Support "No Layoffs" Care for People Beyond the WorkplaceGive More, Get More; Taking Action; Chapter 7 Hold People Accountable; Make Leaders Formally Accountable; Create Your Own Standards; Spread the Gospel of

Accountability; Lay Down the Law; Provide Resources; Reward Good Performance; Spiraling Upward; Taking Action; Chapter 8 Build Loyalty and Engagement from the Middle; Develop Middle Managers Yourself; Let Managers Lead; Get Personal; Share the Power-and the Credit; Taking Action; Chapter 9 Bring People Together; Bridge Information Gaps; Mobilize Collaboration Proactively Engender Collaboration Proactively Throughout the RanksTake Your Time; Taking Action; Chapter 10 Ask "What If?"; Make Contingency Planning a Way of Life; Address Big-Picture Threats; Rally Your People; Always Fall Up; Taking Action; Conclusion; Notes; About the Author; Index; More from Wiley; EULA

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Sommario/riassunto

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 remarkabl

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