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| ISBN | 1-4729-3024-X |
| Descrizione fisica | 1 online resource (243 p.) |
| Disciplina | 658.4022 |
| Soggetti | Teams in the workplace - Management Employees - Coaching of Leadership |
| Lingua di pubblicazione | Inglese |
| Formato | Materiale a stampa |
| Livello bibliografico | Monografia |
| Note generali | Includes index. |
| Nota di contenuto | Half Title; Title; Copyright; Dedication; Contents; List of figures; Acknowledgements; Introduction; Chapter 1 The crux of the issue; Fly the plane; World-.class basics; Learning from experience; The crux of the issue; The problem; The solution; Chapter 2 Excellence -. it starts with you; Looking in the mirror; Setting the standard; The humility of high performers; Leave no stone unturned; Benchmarking (are you up for it?); But we're creative; Summary of key points; The foundations; Chapter 3 Team players for team games (People); Drivers of behaviour You get the behaviour (performance) you train for You get the behaviour (performance) you reward; Selection for the Red Arrows; The challenge for The Red Arrows; The selection process; The challenge for senior leadership teams; Team banking -. a case study; Developing the high-. performance team -. processes; Summary of key points; Chapter 4 Building the teams and organization you need (Capability); Britain's worst customer service company? (a hotly contended title!); Britain's best team?; Learning to be a fighter pilot; Putting the training to the test; Building the teams you need Building capability in the team Clarity; Alignment; Commitment; The Channel Tunnel -. a case study; Common approach; Communication; Empowerment; Summary of key points; Getting stuff done; Chapter 5 From desire to outcome (Delivery); 5A Plans and planning; Planning for |

success; Plans and planning; The right solution to the wrong problem;
The mission planning process; Aim; Start at the end; Analysis; Threats;
External threats; Environmental threats; Internal threats (weaknesses);
Strengths; Tactics (where is the best opportunity for success?);
Contingencies
Upside down at 400mph: What's the plan? Stress testing the
assumptions; The Red Team; Differential insight; Leading a planning
team; Summary of key points; 5B Communicating the plan; Which guns
did you mean?; The concept of briefing; The mechanics of briefing;
Fighter pilot mission brief; Briefing - . case study; Summary of key
points; 5C Execution; Friction and information overload; Priorities:
What's the ball you can't afford to drop?; Recognizing overload;
Execution and the art of decision-making; Case study - . Marks and
Spencer; History; Lessons; Conclusion; Summary of key points
Chapter 6 Accelerating performance (Learning) An organization with a
memory; The Donaldson report; The Francis report; Other sectors; A
culture of learning; The debrief; What is a debrief?; A little bit of
history; What a debrief isn't; Debrief behaviours; A quick health
warning; Actor/.observer bias; Behaviour in practice; Running the
debrief; Lead by example; Establish the parameters; Analyse the
execution; Review the learning; Notify the learning; Implementation -
when and what; Knowledge management; Conclusion; Summary of key
points; Other issues
Chapter 7 Bringing others on the journey (Leadership)
