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Nota di contenuto	Intro -- Contents -- Illustrations -- Preface -- Acknowledgments -- PART I Management Systems -- CHAPTER 1 See Your Business as a System -- CHAPTER 2 Business Excellence and Its Payoff -- CHAPTER 3 High Performance Values -- PART II Cycles of High Performance -- CHAPTER 4 Cycles of Learning, Innovation and Improvement -- CHAPTER 5 Cycles: Ideal and Golden -- PART III Three Supporting Cycles and Their Interactions -- CHAPTER 6 Leadership and Planning Cycle -- CHAPTER 7 Capability-Development Cycle -- CHAPTER 8 Risk-Return Cycle -- CHAPTER 9 Interacting Cycles Generate High Performance -- PART IV Achieving High Performance -- CHAPTER 10 Assessment: Roadmap to Excellence -- CHAPTER 11 From Assessment to Improvement -- Appendix: Stankard's Baldrige Bicycle Analogy -- References -- Index.
Sommario/riassunto	Organizations can and must be viewed as systems. This may be the only means of achieving or exceeding the crucial ISO9000 standard of performance. Stankard's research proves that there are ways to design management actions that will enable organizations to facilitate goal-

oriented performance.^L While evidence suggests that world-class firms continuously improve their products and processes, their techniques vary. This book gives you a framework for understanding how all of the new management techniques (even the fads) fit—or usually do not fit—your own business, and offers insight into avoiding potential business disasters. Identifying an organizational revolution built on cycles of planning, action, learning, and on a humanized scientific method, Stankard shows how firms that have won the Baldrige Award for performance excellence do, in fact, excel in the marketplace and on Wall Street. This is a unique book for middle to upper management, especially in the operations, information systems, human resource, quality assurance, and strategic planning functions, but also for those involved in state quality award programs nationwide. For general managers of small- to medium-size firms or profit centers, Stankard's work will be an especially useful guide to gaining a competitive edge out of ISO9000.

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