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Nota di contenuto	Contents; Acknowledgments; Introduction; Chapter 1: Why Commitment Trumps Compliance: Why Commitment Is More Important Than Ever; Even the Most Successful Organizations Don't Operate at Their Full Potential; It's a Question of Now or Never; Most Leaders Confuse Compliance and Commitment; Generating Commitment Requires Great Courage; Chapter 2: What Is Strategic Commitment?: If It's So Important, Why Don't I Know About It?; There's Commitment and There's Commitment; What Drives True Commitment?; The Heart of Strategic Commitment: Content and Context; The Drivers of Context The Characteristics of a Strategic Commitment Environment: Why Should You Care That They Don't Care?You Might as Well Find Out Where You Stand Before Reading On; Chapter 3: Working Back from the Future: How to Generate Strategic Commitment; We're Not Here to Stick Our Toe in the Water, We're Here to Make Waves; Barriers to Assessing the Current Reality; What Are the Warning Signs?; Diogenes Searching

for the Honest Man; The Picture Emerges from the Mosaic; Are You Your History or Your Future? You Really Have a Choice; Crafting a Bold and Compelling Future

Chapter 4: Pushing Through the Thermal Layer: How to Engage Middle Managers in Strategic Commitment You Can't Lead Without Light; Avoid Strategic Limbo; Offer to Listen, Then Demonstrate That You Have Listened; Involvement Is Magic; Why Slow Is Fast; Chapter 5: Leading from the Front: "Follow me!" (Not, "I'll Be There in a Minute . . ."); The Resume of the Senior Leadership Team: Ten Essential Leadership Competencies and Qualities; How Leadership Behavior Has Changed to Less Leadership; Why the Trusted Few Can't Be Trusted; Cold Cruel World: Commitment from Key Outsiders

Chapter 6: Taking a Stand-The Key to Strategic Commitment: Why the Aztecs Put a Stake in the Ground Putting a Stake in the Ground Means No Retreat; People Are Not "Goaled," They're Committed; When the Going Gets Tough, You're Finally Making Progress; Success and Failure Ebb and Flow, but Courage Cannot; Dedication for Him Isn't Necessarily So for Her: Tailoring Commitment; Chapter 7: Building and Restoring Trust: Essential Competencies for Generating Strategic Commitment; What Is Trust, Anyway?; The Real Question: How Is Trust Built?; The "Building Trust Dialogue"

Five Steps to Recovering and Building Trust Moving Forward; Chapter 8: Return on Strategic Commitment: On Competitive Edge and Profit Margins; Financial Performance; Customer Service, Satisfaction, and Loyalty; Quality; Safety; Innovation; Cross- Functional Collaboration; Integration of Cultures (Mergers and Acquisitions); Employee Morale, Loyalty, and Satisfaction; The Drivers Working Every Day; When Strategic Planning Meets Strategic Commitment; A Strategic Plan Fit for Strategic Commitment; Doing It Right

Chapter 9: Lead, Follow, or Get Out of the Way-HR at the Crossroads: The Role of HR in Generating Strategic Commitment

Sommario/riassunto

Strategy is worthless without commitment.