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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.
