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> Copyright page: Contents: Foreword: Preface: Origins of the Book: Outline of the Book; Final Thoughts; CHAPTER 1: Searching for Sustained Performance: Surviving versus Thriving: The Old Way of Defining Sustained Performance; A Different Way of Defining Sustained Performance; The Agility Factor; Darwinian Selection Argument; Organizational Physics Argument; Dynamic Capabilities Argument; Conclusion; Appendix; CHAPTER 2: Organizing for Agility; Organization

Agility Defined; The Agility Pyramid; DaVita

Prelude to a Transformation The Transformation of DaVita; Building Agility at DaVita; The ITSS Principle; Conclusion; CHAPTER 3:

Strategizing and Perceiving; The Strategizing Routine; Developing the Strategy; Managing Strategy Execution; Establishing Organizational Purpose; The Perceiving Routine; Sensing Environmental Change; Sensing Without Communicating Is Waste: Communicating Without Interpreting Is Noise; Conclusion; CHAPTER 4: Testing and

Implementing: Testing Is Risk and Innovation Well Managed: The Testing Routine at Zip Brands; Testing Complements Strategizing and

Perceiving

Testing Generates Options Implementing Is Change Well Managed; The Implementing Routine at Netflix; Talent Management and Leadership at Netflix; The Change Capability at Netflix; Conclusion; CHAPTER 5: Transforming to Agility; An Orientation to Transformation; Setting the Strategy; Fixing the Foundation; Building the Agility Routines; Cambia Health Solutions; Initiating the Identity Journey; Designing and Implementing the Initiatives; Reflections; Allstate Insurance Company; Challenge Leadership and Clarify Strategy; Accelerate Change Through Large-Group Interventions; Sustain Change and Learn Reflections Harley-Davidson; Conclusion; Afterword: Some Reflections on Agility; Agility and Sustainability; Agility and Organization Development; Conclusion; Notes; About the Authors; Acknowledgments; Index; End User License Agreement

Sommario/riassunto

A research-based approach to achieving long-term profitability in business What does it take to guarantee success and profitability over time? Authors Christopher G. Worley, a senior research scientist, Thomas D. Williams, an executive advisor, and Edward E. Lawler III, one of the country's leading management experts, set out to find the answer. In The Agility Factor: Building Adaptable Organizations for Superior Performance the authors reveal the factors that drive long-term profitability based on the practices of successful companies that have consistently outperformed their