

BOOK DETAILS

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Employees First Customers Second Turning Conventional Management Upside Down

KJ Lindholm-Leary



Employees First Customers Second Turning Conventional Management Upside Down:

Employees First, Customers Second Vineet Nayar, 2010-06-08 One small idea can ignite a revolution just as a single matchstick can start a fire One such idea putting employees first and customers second sparked a revolution at HCL Technologies the IT services giant In this candid and personal account Vineet Nayar HCLT's celebrated CEO recounts how he defied the conventional wisdom that companies must put customers first then turned the hierarchical pyramid upside down by making management accountable to the employees and not the other way around By doing so Nayar fired the imagination of both employees and customers and set HCLT on a journey of transformation that has made it one of the fastest growing and profitable global IT services companies and according to BusinessWeek one of the twenty most influential companies in the world Chapter by chapter Nayar recounts the exciting journey of how he and his team implemented the employee first philosophy by Creating a sense of urgency by enabling the employees to see the truth of the company's current state as well as feel the romance of its possible future state Creating a culture of trust by pushing the envelope of transparency in communication and information sharing Inverting the organizational hierarchy by making the management and the enabling functions accountable to the employee in the value zone Unlocking the potential of the employees by fostering an entrepreneurial mind set decentralizing decision making and transferring the ownership of change to the employee in the value zone Refreshingly honest and practical this book offers valuable insights for managers seeking to realize their aspirations to grow faster and become self propelled engines of change

Employees First, Customers Second Vineet Nayar, 2010 One small idea can ignite a revolution just as a single matchstick can start a fire One such idea putting employees first and customers second sparked a revolution at HCL Technologies the IT services giant In this candid and personal account Vineet Nayar HCLT's celebrated CEO recounts how he defied the conventional wisdom that companies must put customers first then turned the hierarchical pyramid upside down by making management accountable to the employees and not the other way around By doing so Nayar fired the imagination of both employees and customers and set HCLT on a journey of transformation that has made it one of the fastest growing and profitable global IT services companies and according to BusinessWeek one of the twenty most influential companies in the world Chapter by chapter Nayar recounts the exciting journey of how he and his team implemented the employee first philosophy by creating a sense of urgency by enabling the employees to see the truth of the company's current state as well as feel the romance of its possible future state creating a culture of trust by pushing the envelope of transparency in communication and information sharing inverting the organizational hierarchy by making the management and the enabling functions accountable to the employee in the value zone unlocking the potential of the employees by fostering an entrepreneurial mind set decentralizing decision making and transferring the ownership of change to the employee in the value zone Refreshingly honest and practical this book offers valuable insights for managers seeking to realize their aspirations to grow faster and become self propelled

engines of change SUMMARY Edition Shortcut (author),1901 **SUMMARY - Employees First, Customers Second: Turning Conventional Management Upside Down By Vineet Nayar** Shortcut Edition,2021-06-05 Our summary is short simple and pragmatic It allows you to have the essential ideas of a big book in less than 30 minutes By reading this summary you will discover how thanks to the process he invented EFCS Employees First Customers Second or Employees First Customers Second Vineet Nayar has taken his HCLT company from a company in decline to a model of success You will also discover that the process of change begins by accepting to face up to the failures of your company change starts by creating a climate of trust trust is generated by transparency in the company i e the circulation of key information so that everyone can take ownership of their development issues the inversion of the structural pyramid by putting functional positions at the service of value creators and not the other way round leads to a change in mentality in the company the CEO must not take responsibility for change alone but must transfer it to all his employees who create value simple actions called catalysts can bring about major changes and lead to relevant questioning Vineet Nayar questioned everything after hearing an anecdote from a racing driver When the brakes fail the best solution is neither to slow down nor to try to brake by all means but to accelerate to overtake all his competitors and then to advise on how to proceed He was in a similar situation HCLT the company he ran was no longer keeping pace with its competitors He had to make the decision to push for this change It is this change and the way it was made that he describes in his book Buy now the summary of this book for the modest price of a cup of coffee **Organization Studies and Posthumanism** François-Xavier de Vaujany,Silvia Gherardi,Polyana Silva,2024-04-05 This book aims at exploring the reception of critical posthumanist conversations in the context of Management and Organization Studies It constitutes an invitation to de center the human subject and thus an invitation to the ongoing deconstruction of humanism The project is not to deny humans but to position them in relation to other nonhumans more than humans the non living world and all the missing masses from organizational inquiry What is under critique is humanism s anthropocentrism essentialism exceptionalism and speciesism in the context of the Anthropocene and the contemporary crisis the world experiences From climate change to the loss of sense at work to the new geopolitical crisis to the unknown effects of the diffusion of AI all these powerful forces have implications for organizations and organizing A re imagination of concepts theories and methods is needed in organization studies to cope with the challenge of a more than human world *Global Leadership Perspectives* Simon Western,Éric-Jean Garcia,2018-03-12 A critical global counterpoint to more western centric texts that will appeal to critical leadership scholars those teaching leadership from a critical perspective and those teaching leadership with an international focus Split into two parts its first part presents the local and regional variations in leadership from across the globe with each of the twenty individual authors presenting the histories cultures tensions and social changes that shape the practice of everyday leadership in their respective region Regions and countries included are the Arab Middle East Argentina ASEAN Australia Brazil China Democratic Republic of Congo Ethiopia

France Germany India Japan Mexico Poland Russia Scandinavia South Africa Turkey UK USA In the second part the editors then critically analyse these chapters and identify the key themes and specific issues enabling the reader to challenge their own leadership perceptions and move beyond the normative uncritical approach to leadership Suitable reading for leadership students researchers and practitioners looking to enhance their knowledge of global leadership **Leading Beyond**

Change Michael Sahota, Audree Tara Sahota, 2021-08-23 This guide shows readers how to transform a traditional organization into an evolutionary one with a framework and mindset that offer a new way of leading and approaching change Now more than ever society is demanding change and organizations are being asked to shift into more conscious and agile business practices Yet most of what people believe about leadership effective workplaces and how to create lasting change is either incomplete or outright incorrect And even if the desire to change is there understanding of how to achieve it is elusive This book holds the key It introduces the Shift Evolutionary Leadership Framework SELF which helps leaders create the understanding and application needed to evolve high performance At the core of the book are dozens of business patterns that cut across seven dimensions of organizational functioning The traps of traditional organizations are contrasted with the high performance practices of evolutionary organizations Authors Michael Sahota and Audree Tara Sahota explain the steps of leading beyond change evolving beyond servant leadership to make the inner shift needed to unlock the practical skills and techniques Whether readers call this shift business agility Teal Agility evolutionary or the future of work it is possible to create high performing organizations filled with energized people who are able to surf the waves of change **Approaching**

Change One Story At a Time: 20 Stories and Insights for Coaches, Facilitators, Trainers and Change Leaders Bob Dick, 2014-03-31 This e book innovatively explores Stories that every change leader needs to read The often unexamined role of the ordinary person in change How stories can help you be a more engaging coach facilitator trainer leader The power of story as a tool for influence How archetypes provide a way of interpreting stories The different meaning of first second and third person stories The deeper meanings behind All stories are true but some actually happened Ways of effective story listening and interpreting Understanding that What s not said is as important or more so than what is said How story helps us work more intuitively with organisational systems **Human Resource Management** Jawad Syed, Robin

Kramar, 2017-04-26 The fully revised and updated second edition of this core textbook builds on the previous edition s success to bring an even sharper exploration of HRM in a real world global context With a critical approach that is woven into the chapters and encourages students to question assumptions in HRM there is a consistent focus on the impact of globalization the ways in which theory has addressed the implications of a globalized workforce and the way HRM works in multinational corporations Boasting a truly global orientation this textbook draws on the expert knowledge of chapter authors from around the world combining international case studies with a strong offering of pedagogical features While adopting a rigorous academic approach the book is also designed to engage students and elicit independent thought This is

an ideal core textbook for undergraduate and postgraduate students studying on general business and management degrees specialist HRM degrees and international business degrees In addition this an important supplementary text for International HRM modules and HRM modules on MBA programmes New to this Edition Brand new chapters on Talent Management International Assignments Managing Global and Migrant Workers and Sustainable HRM Revised and refreshed international case studies including an array of examples from diverse non western regions of the world HRM in the news boxes comprising issues from the media that are relevant to each chapter topic Stop and reflect boxes containing thought provoking questions that encourage critical thinking

Build a Successful Business: The Entrepreneurship Collection (10 Items) Joe Knight, Anjali Sastry, Anthony K. Tjan, Raymond Sheen, Jeff Weiss, 2016-09-20 Learn what it takes to build a great business with this digital collection curated by Harvard Business Review it contains everything you need to know about entrepreneurship from leadership traits and a willingness to fail to financial intelligence and tips for building a business case Includes Financial Intelligence for Entrepreneurs Fail Better Heart Smarts Guts and Luck Entrepreneur s Toolkit HBR on Entrepreneurship HBR Guide to Building Your Business Case HBR Guide to Negotiating How I Did It and the Harvard Business Review articles Five Stages of Small Business Growth and Why Entrepreneurs Don t Scale

Corporate Responsibility and Stakeholding David Crowther, Shahla Seifi, 2016-10-28 Although much consideration has been given to the relationship between a corporation and its stakeholders less attention has been given as to who those stakeholders might consist of In this book we take the widest definition of stakeholders and consider aspect of the corporation s responsibility to this community

A History of Management Thought Morgen Witzel, 2016-12-16 Of all the sciences and social sciences management is the one that most deliberately turns its back on the past Yet management as we know it today did not spring into life fully formed Management has more than just a present it also has a past and a future and all three are inextricably linked This book charts the evolution of management as an intellectual discipline from ancient times to the present day Contemporary management challenges including sustainability technology and data and legitimacy are analysed through an historical lens and with the benefit of new case studies The author helps readers understand how the evolution of management ideas has interacted with changes in society By framing management s history as one of challenge and response this new edition is the perfect accompaniment for students and scholars seeking meaningful study in the business school and beyond Essential reading as a core textbook in management history the book is also valuable supplementary reading across the humanities and social sciences

Firm Competitive Advantage Through Relationship Management Bartosz Deszczyński, 2021-03-25 Relationship management RM is an essential part of business but its success as a business model can be hard to measure with some firms embracing a model that is truly relationship orientated while others claim to be relationship orientated but in fact prefer transactional short term gain This open access book aims to develop a mid range theory of relationship management examining truly relationship orientated firms to discover not only what qualities these

firms have that make them successful at the RM model but also what benefits this model has for the firm It addresses questions like how RM mature companies achieve and sustain competitive advantage and what determines the scale and scope of these firms illustrating with case studies This book will be of interest to scholars studying leadership and strategy especially those interested in relationship management business ethics and corporate social responsibility It will also be of interest to professionals looking to develop their understanding of relationship management **Work and Health in India** Martin Hyde,Holendro Singh Chungkham,Laishram Ladusingh,2017-12-13 The rapid economic growth of the past few decades has radically transformed India s labour market bringing millions of former agricultural workers into manufacturing industries and more recently the expanding service industries such as call centres and IT companies Alongside this employment shift has come a change in health and health problems as communicable diseases have become less common while non communicable diseases like cardiovascular problems and mental health issues such as stress have increased This interdisciplinary work connects those two trends to offer an analysis of the impact of working conditions on the health of Indian workers that is unprecedented in scope and depth Beyond Performance Management Jeremy Hope,Steve Player,2012-01-24 There s a bewildering array of management tools out there And they all promise to help you excel at the toughest parts of your job defining your organization s strategic direction managing customers and costs and boosting workforce performance But just 30 percent of these tools deliver as intended Why As Jeremy Hope and Steve Player reveal in Beyond Performance Management while many tools are sound in theory they re misused by most organizations For example executives buy and implement a tool without first asking What problem are we trying to solve And they use tools to command and control frontline teams not empower them a serious and costly mistake In this eminently useful clear eyed book the authors critically review dozens of well known management tools from mission statements balanced scorecards and rolling forecasts to key performance indicators Six Sigma and performance appraisals They explain how to select the right tools for your organization how to implement them correctly and how to extract maximum value from each Brimming with rigorous analysis and solid advice Beyond Performance Management helps you swiftly gauge the value of each management tool as well as navigate the increasingly crowded field of offerings so the tools you select deliver fully on their promise *Flat Army* Dan Pontefract,2018-06-08 Your people are your most valuable asset and if you want them to excel and your profits to soar you ll need to abandon your traditional command and control management style and adopt a collaborative open leadership approach one that engages and empowers your people While this isn t a particularly new idea many leaders while they may pay lip service to it don t really understand what it means And most of those who do get it lack the skills for putting it into practice In *Flat Army* you ll find powerful leadership models and tools that help you challenge yourself and overcome your personal obstacles to change while pushing the boundaries of organizational change to create a culture of collaboration Develops an integrated framework incorporating collaboration open leadership technologies and connected learning Shows

you how to flatten the organizational pyramid and engage with your peoples in more collaborative and productive ways without undermining your authority Explains how to deploy a Connected Leader mindset a Participative Leader Framework and a Collaborative Leader Action Model Arms you with powerful tools for becoming a more visible leader who demonstrates the qualities and capabilities needed to become an agent of positive change *Myths of Management* Stefan Stern, Cary Cooper, 2017-10-03 Is it really true that working longer hours makes you more successful Do you really need to hide your emotions in order to gain respect as a manager Does higher pay really always lead to higher performance The world of management is blighted by fads fiction and falsehoods In *Myths of Management* Cary Cooper and Stefan Stern take you on an entertaining journey through the most famous myths surrounding the much written about topic of management They debunk false assumptions inject truth into over simplifications and tackle damaging habits head on Fascinating insights from psychology leadership theory and organizational behaviour provide you with a compelling and practical guide to avoid falling into the trap of cliché misinformation and prejudice This engaging read offers you authentic insights into the reality of work drawn from extensive research and real world business examples to give you the essential knowledge you need to become a better manager Whether cheesy naïve or even destructive management myths could be holding you back and stifling your team's potential *Myths of Management* is the guide you need to become an enlightened manager **Economic**

Transformation of Jamaica Ricardo Anderson, Luz Longworth, 2016-09-12 This book is a compilation of important contributions from noted scholars articles derived from JAMPRO's Jamaica Investment Forum 2015 written by members of the UWI Mona WJC faculty as well as significant presentations from the policy makers who form the government of Jamaica Importantly this work focuses on examining the centrality of policies coupled with innovation in the transformation of Jamaica as the place to live raise families and do business as espoused by the Vision 2030 national development plan This joint work highlights the fundamental role that JAMPRO as the key agency for promoting Foreign Direct Investment in Jamaica plays in the thrust for economic growth and development Importantly we highlight some key contributors to the progress we have made in Jamaica through cases of home grown multinationals such as the Grace Kennedy and Company Limited LASCO Kingston Wharves Limited Sandals ATL Group while further noting areas that with continued thrust and the right policies can fast track our transformation The key areas identified are Logistics Agriculture ICT BPO outsourcing and Manufacturing This book provides a valuable contribution to the literature on economic transformation examining the history current and new paradigms for the future in order to fast track the economic transformation of Jamaica **The Eight**

Essential People Skills for Project Management Zachary Wong, 2018-12-11 Zachary Wong offers practical strategies skills and tools to help project managers diagnose and solve their toughest people problems Based on decades in the trenches the book shows how to confront and correct bad behavior increase team performance and inclusion turn around difficult people and poor performers get people to do what you want them to do boost employee motivation and attitude

reduce change resistance and risk aversion and manage difficult bosses Wong believes that the best team leaders are problem solvers and facilitators so this book provides problem solving models and tools to diagnose people problems and facilitative methods processes and techniques to correct them It s an approach that can be personalized to fit any person or situation Each skill is explained with a well balanced mix of case stories examples strategies processes tools and techniques along with illustrations graphics tables and other visuals to clarify key concepts and their workplace application To reinforce the most important learnings Wong includes a Memory Card and Skill Summary at the end of each chapter Nothing is harder than leading people and managing project teams Being successful takes a combination of knowing human psychology organizational behaviors and human factors having supervisory process and communication skills ensuring good teamwork high integrity and strong leadership and having the ability to integrate and apply these skills to a diverse work team The Eight Essential People Skills for Project Management is designed for individuals team leaders and managers who oversee and coordinate the daily performance of others and who are seeking solutions that they can apply immediately

Leading Strategic Change in an Era of Healthcare Transformation Jim Austin, Judith Bentkover, Laurence Chait, 2016-05-26 This book focuses on how to lead transformative and strategic change in the healthcare industry in times of great uncertainty Written for senior healthcare leaders it will provide new tools processes examples and case studies offering an effective framework in which to transform healthcare systems Specifically leaders will be able to answer the following questions Why change What has led us to today and what is the current situation in healthcare What to change What areas for change are most promising areas with the greatest potential to yield significant benefits How to change Will incremental changes meet the need or are true transformations required When to change Should changes start now or should change wait for the stars to come into some special alignment Healthcare is personal Healthcare is local And at the same time healthcare is one of the greatest challenges faced by countries around the world All major economies confront similar issues demand side growth in the care of aging populations in the face of supply side resource constraints driven by ever increasing costs of providing such care While cultural historical and political differences among nations will yield different solutions healthcare leaders across the globe must deal with ever increasing uncertainty as to the scope and speed of their healthcare systems evolution The magnitude of these challenges calls for fundamental change to address inherent problems in the healthcare system and ensure sustainable access to healthcare for generations to come The problem is understanding where and how to change Failures of strategy are often failures to anticipate a reality different than what organizations are prepared or willing to see Both system wide and organizational transformation means doing current activities more efficiently while layering on change This book aims to provide leaders with the tools to help organizations and health care systems adapt and evolve to meet the new challenges of healthcare as it continues to evolve Praise for Leading Strategic Change in an Era of Healthcare Transformation The authors make the case for healthcare transformation and more importantly outline the required steps

from changing mindsets to opinions development a useful guide for all future healthcare leaders John A Quelch Charles Edward Wilson Professor of Business Administration at Harvard Business School There are several lifetimes of knowledge in the book about leading strategic transformation in the healthcare sector Strategic transformation requires 2 ingredients expertise in the healthcare sector and knowledge about leading change This volume accomplishes both Karen Hein Former President of the William T Grant Foundation Adjunct Professor of Family Community Medicine Dartmouth Medical School and Visiting Fellow Feinstein International Center Tufts University An essential guide for healthcare leaders seeking to transform their organization in these demanding times Dr Mario Moussa President Moussa Consulting and co author of The Art of Woo Using Strategic Persuasion to Sell Your Ideas and Committed Teams Three Steps to Inspiring Passion and Performance

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