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☐ The Competitive Advantage Of Nations
☐ Competitive Strategy
☐ Sur/petition
   by Edward de Bono

☐ Creating Strategic Leverage
   by Milind Lee

☐ Strategy Pure and Simple
☐ How winning CEOs outthink their competition
   by Michel Robert
☐ Leadership Jazz
   by Max De Pree
☐ Mind of the strategist
   by Ken Ohmae
☐ The Borderless World — Power and Strategy in the Interlinked Economy
   by Ken Ohmae
☐ Trigger points
   by Mike Kami
☐ Management Golf: What's Your Handicap?
   by Mike Kami
☐ High Output Management
   Andy Grove (Intel)
☐ The Marketing Mystique
   by Edward McKay
☐ Marketing Moves
☐ The Six Sigma Way
☐ The Deming's Dimension
   by Henry R. Neave ASPC Press, Knoxville
☐ Leadership for Quality
   by Joseph Juran
☐ Transformation thinking
   by Joyce Wycoff with Tim Richardson

Tom Peters work
☐ In Search of Excellence
☐ Passion for Excellence
☐ Thriving on Chaos
☐ Liberation management Necessary disorganization for the nanosecond nineties
☐ Tom Peters Seminar: Crazy times call for crazy organizations

Competing for the Future
by Gary Hamel and C.K. Prahalad

Peter Drucker's work
The Essential Drucker

- ❏ MANAGEMENT
  - ▲ Management as Social Function and Liberal Art
  - ▲ The Dimensions of Management
  - ▲ The Purpose and Objectives of a Business
  - ▲ What the Nonprofits Are Teaching Business
  - ▲ Social Impacts and Social Problems
  - ▲ Management's New Paradigms
  - ▲ The Information Executives Need Today
  - ▲ Management by Objectives and Self-Control
  - ▲ Picking People-The Basic Rules
  - ▲ The Entrepreneurial Business
  - ▲ The New Venture
  - ▲ Entrepreneurial Strategies
- ❏ THE INDIVIDUAL
  - ▲ Effectiveness Must Be Learned
  - ▲ Focus on Contribution
  - ▲ Know Your Strengths and Values
  - ▲ Know Your Time
  - ▲ Effective Decisions
  - ▲ Functioning Communications
  - ▲ Leadership as Work
  - ▲ Principles of Innovation
  - ▲ The Second Half of Your Life
  - ▲ The Educated Person
- ❏ SOCIETY
  - ▲ A Century of Social Transformation—(From farmers and domestic servants to) Emergence of Knowledge Society
  - ▲ The Coming of Entrepreneurial Society
  - ▲ Citizenship through the Social Sector (includes the need for community)
  - ▲ From Analysis to Perception-The New Worldview
- ❏ Afterword: The Challenge Ahead
  - ▲ the paradox of rapidly expanding economy and growing income inequality--the paradox that bedevils us now
  - ▲ growing health care and education, possibly a shrinking market for goods and services
  - ▲ center of power shifting to the consumer--free flow of information
  - ▲ knowledge workers—expensive resource
  - ▲ governments depending on managers and individuals

Managing for results

- ❑ Understanding the business
  - ▲ The business realities
    - ➔ There are three different dimensions to the economic task
    - ➔ One unified strategy
    - ➔ Requires an understanding of the true realities
    - ➔ The generalizations regarding results and resources
    - ➔ The generalizations regarding efforts within the business and their cost.
  - ▲ Result area identification
    - ➔ Nothing succeeds like concentration on the right business.
    - ➔ The basic business analysis
    - ➔ Identify & understand those areas in a business for which results can measured
    - ➔ Defining the product/service
    - ➔ 3 dimensions of business results
    - ➔ The burden of pushing through the step-by-step process of analysis
  - ▲ Revenues, resources, prospects
    - ➔ Relate result areas to the revenue contribution and share of cost burden
    - ➔ Allocation of key resources to each result area.
    - ➔ Leadership position and prospects of each result area.
  - ▲ Tentative diagnosis of result areas
    - ➔ Classify the result area
    - ➔ Factors involved in diagnosing the product
    - ➔ What to do with a result area diagnosed as…
    - ➔ Analysis format
    - ➔ Anticipate a change in the character of a product
  - ▲ Cost analysis
    - ➔ What matters about costs
    - ➔ Prerequisites for effective cost control p.69
    - ➔ To be able to control cost need an analysis that:
    - ➔ Tied to market analysis before action
    - ➔ Format
    - ➔ Conclusions:
  - ▲ Market analysis
    - ➔ Introduction
    - ➔ The marketing realities
    - ➔ These marketing realities lead to one conclusion
    - ➔ The market analysis
    - ➔ Market analysis is a good deal more than ordinary market research or customer research
    - ➔ Other books
    - ➔ Analytical questions
    - ➔ Analysis worksheets
    - ➔ Picture
  - ▲ Knowledge analysis
    - ➔ Knowledge
    - ➔ Need a leadership position and differentiation
    - ➔ Uncovering one's specific business knowledge strengths
    - ➔ Need to learn to set goals and measure in terms of one's specific knowledge
    - ➔ Knowledge realities
    - ➔ Evaluations (diagnosis)—how good is our knowledge?
    - ➔ The conclusions
  - ▲ Superimpose
    - ➔ Combining the various analysis
    - ➔ Market analysis --> knowledge analysis: Needs for new or changed knowledge.
    - ➔ Knowledge analysis --> market analysis: Missed or underrated market opportunities.
    - ➔ Reexamine tentative diagnois in light of the market and knowledge analysis
    - ➔ What is lacking (3 gaps)
  - ▲ The end result of the self-analysis
    - ➔ The business's contribution
    - ➔ Knowledge area excellences

- ➔ Target result areas
- ➔ Vehicles required to reach these targets
- ➔ The leadership position required in each result area
- ❏ Focus on opportunity
  - ▲ Building on strength
    - ➔ Ideal business concept
    - ➔ Maximizing opportunities
    - ➔ Maximizing resources
    - ➔ What these approaches have in common
    - ➔ The three together (what they do)
    - ➔ Procedure
  - ▲ Finding business potential
    - ➔ Restraints & limitations
    - ➔ Imbalances—turning weaknesses into strengths
    - ➔ Threats
    - ➔ Conclusion
  - ▲ Making the future today
    - ➔ The future
    - ➔ The future that has already happened
    - ➔ Making the future happen (the power of an idea)
- ❏ Performance program
  - ▲ Key decisions
    - ➔ Idea of the business
    - ➔ The specific excellence the business needs
    - ➔ The priorities
    - ➔ The key decisions must be made systematically.
  - ▲ What ever a company's program, it must
    - ➔ Decide on the right opportunities and right risks
    - ➔ Decide on scope & structure
    - ➔ Decide between "building one's own" & "buying" to attain one's goals.
    - ➔ Decide on organization structure
  - ▲ Implementing the program
    - ➔ Building economic performance into a business
    - ➔ Conclusion

Management: Tasks, Responsibilities, Practices

Managing in Turbulent Times

❏ Introduction
❏ Managing the Fundamentals which pertain to TODAY's enterprise
  ▲ Introduction
  ▲ Adjusting for Inflation
  ▲ Managing for liquidity & financial strenght
  ▲ Managing the productivities of all resources (PIMS)
  ▲ Earning today the cost of staying in business.
❏ Managing for TOMORROW
  ▲ Tomorrow is being made today
  ▲ Concentrating resources on results
  ▲ Sloughing off yesterday
  ▲ Managing Growth
  ▲ Managing Innovation & Change
  ▲ Business Strategies for Tomorrow
  ▲ Management Performance: preparing today's business for the future
❏ Managing the Sea-Change: The New Population Structure and the New Population Dynamics
  ▲ Introduction
  ▲ The New Population Realities—Labor forces and customers
  ▲ Institutional affects
  ▲ From "Labor Force" to "Labor Forces"
  ▲ The End of Mandatory Retirement Age
  ▲ The "Double-Headed Monster"
  ▲ Job Needs
  ▲ The Need for Redundancy Planning
❏ Managing in Turbulent Environments
  ▲ In three related facets of its environment management faces new realities, challenges, uncertainties
  ▲ Economic
  ▲ Social
  ▲ Political
❏ The challenge to Management
  ▲ Management is now being stridently attacked
  ▲ Management will survive
  ▲ Management is the organ of institutions
  ▲ The form which management will take may be quite different tomorrow

The Changing World of The Executive

- A Society of Organizations
- EXECUTIVE AGENDA
  - Inflation-Proofing the Company
  - A scorecard for managers
  - Helping Small Business Cope
  - Is Executive Pay Excessive?
  - On Mandatory Executive Retirement
  - The Real Duties of A Director
  - The Information Explosion
  - Learning From Foreign Management
- BUSINESS PERFORMANCE
  - Delusion of Profits
  - Aftermath of a Go-Go Decade
  - Managing Capital Productivity
  - Six durable Economic Myths
  - Measuring Business Performance
  - Why Consumer's Aren't Behaving
  - Good Growth and Bad Growth
  - The Re-Industrialization Of America
  - The Danger of Excessive Labor Income
- THE NON-PROFIT SECTOR
  - Managing the Non-Profit Institution
  - Managing the Knowledge Worker
  - Meaningful Government Reorganization
  - The Decline of Unionization
  - The Future of Health Care
  - The Professor as Featherbedder
  - The Schools in 1990
- PEOPLE AT WORK
  - Unmaking the Nineteenth Century
  - Retirement Policy
  - Report on the Class of 68
  - Meaningful Unemployment Figures
  - Baby Boom Problems
  - Planning for Redundant Workers
  - Job as a Property Right
- THE CHANGING GLOBE
  - The rise of Production Sharing
  - Japan's Economic Policy Turn
  - The Battle Over Co-Determination
  - A troubled Japanese Juggernaut
  - India & appropriate Technolgy
  - Toward a New Form of Money?
  - How Westernized Are the Japanese?
  - Needed: A Full-Investment Budget
  - A return to Hard Choices
- THE MATTER OF BUSINESS ETHICS

Innovations & Entrepreneurship

- ❏ Preface
  - ▲ Entrepreneurship is a means to an end
- ❏ Introduction: The entrepreneurial economy
  - ▲ Shifting Composition of the Economy
  - ▲ Early stages of a major technological transformation
  - ▲ Where did the new jobs come from
  - ▲ These low-tech businesses are examples of a new technology
    - ➔ Application of knowledge to human work
    - ➔ Entrepreneurial Management
    - ➔ Most High-Tech still being managed as inventors rather than
  - ▲ Management is making a new America
- ❏ The practice of innovation
  - ▲ Systematic Entrepreneurship
  - ▲ Meaning of Entrepreneurship & Innovation
  - ▲ Purposeful Innovation & the 7 Sources of Innovative Opportunity
  - ▲ Sources of innovative opportunity
    - ➔ Introduction
    - ➔ Sources Within the Enterprise or Industry
    - ➔ Changes outside the Enterprise or Industry
    - ➔ The Bright Idea
  - ▲ Principles of Innovation (hard core of the discipline)
- ❏ The practice of entrepreneurship
  - ▲ The Entrepreneurial Business (existing)
  - ▲ The New Venture
  - ▲ Entrepreneurship in the Service Institution
- ❏ Entrepreneurial strategies (practices/polices in the market place)
  - ▲ Introduction
  - ▲ Strategies that aim at introducing an innovation
    - ➔ Fustest with the Mostest
    - ➔ "Hit Them Where They Ain't"
    - ➔ Ecological Niches
  - ▲ Changing Values and Characteristics (creating a customer)
    - ➔ The Strategies
    - ➔ "But this is nothing but elementary marketing"
  - ▲ Entrepreneurial Strategy Summary
- ❏ Conclusion: The entrepreneurial society
  - ▲ #1 An entrepreneurial society
    - ➔ Everything outlives its usefulness
    - ➔ Revolutions can't be trusted
    - ➔ Why Innovation & entrepreneurship can work.
    - ➔ What we need is an entrepreneurial society
  - ▲ #2 What will not work
    - ➔ "Planning" is incompatible with Innovation & entrepreneurship
    - ➔ "High tech entrepreneur by itself
    - ➔ There must be economy full of innovators & entrepreneurs
  - ▲ #3 Social Innovations needed (2 examples)
    - ➔ Policy to take care of redundant workers.
    - ➔ Systematic abandonment of outworn social policies.
  - ▲ #4 The New Tasks
  - ▲ #5 The Individual in Entrepreneurial Society
    - ➔ Individual face a tremendous challenge
    - ➔ Need for continuous learning & relearning
    - ➔ The assumptions about learning in the traditional society.
    - ➔ In the entrepreneurial society.
  - ▲ Modern Welfare State is dead
- ❏ Suggested readings

Frontiers of management

Managing the nonprofit organization -- Principles and practices

- ❏ Preface
  - ▲ NPOs are central to American society and are indeed its most distinguishing feature
  - ▲ NPOs "product" is a **changed human being**
  - ▲ Need management so they can concentrate on their mission
  - ▲ NPOs — America's resounding success in the last 40 years
  - ▲ Face very big and different **challenges**
- ❏ The mission comes first and your role as a leader
  - ▲ The commitment (of the NPO)
  - ▲ Leadership is a foul-weather job
  - ▲ Setting new goals — interview with Frances Hesselbein (Girl Scouts)
  - ▲ What the leader owes — interview with Max De Pree (Herman Miller, Inc. & Fuller Theological Seminary)
  - ▲ Summary: The action implications
- ❏ From mission to performance (effective strategies for marketing, innovation, and fund development)
  - ▲ Converting good intentions into results
  - ▲ Winning strategies
  - ▲ Defining the market — interview with Philip Kotler (Northwestern University)
  - ▲ Building the donor constituency — interview with Dudley Hafner (American Heart Association)
  - ▲ Summary: The action implications
- ❏ Managing for performance (how to define it; how to measure it)
  - ▲ What is the bottom line when there is no "bottom line"?
  - ▲ Don't's and Do's — The basic rules
  - ▲ The effective decision
  - ▲ How to make the schools accountable — interview with Albert Shanker (American Federation of Teachers)
  - ▲ Summary: the action implications
- ❏ People and relationships -- your staff, your board, your volunteers, your community
  - ▲ People decisions (hire, fire, place, promote, develop, teams, personal effectiveness)
  - ▲ The key relationships
  - ▲ From volunteers to unpaid staff — interview with Father Leo Bartel (Social ministry of the Catholic Diocese)
  - ▲ The effective board — Interview with Dr. David Hubbard (Fuller Theological Seminary)
  - ▲ Summary: The action implications
- ❏ Developing yourself -- as a person, as an executive, as a leader
  - ▲ You are responsible
  - ▲ What do you want to be remembered for?
  - ▲ Non-profits: the second career — interview with Robert Buford (Leadership network & PFD Foundation for Non-Profit Management)
  - ▲ The woman executive in the non-profit institution — interview with Roxanne Spitzer-Lehmann (St. Joseph Health System)
  - ▲ Summary: The action implications
- ❏ What will you do tomorrow as a result of reading this book? And what will you stop doing?

Managing for the future

- Preface
- Interview: Notes on the Post-Business Society
- Economics
  - The futures already around us
  - The poverty of economic theory
  - The transnational economy
  - From world trade to world investment
  - The lessons of the U.S. export boom
  - Low wages: no longer a competitive edge
  - Europe in the 1990s: Strategies for survival
  - U.S.-Japan trade needs a reality check
  - Japan's great postwar weapon
  - Misinterpreting Japan and the Japanese
  - Help Latin America and help ourselves
  - Mexico's ace in the hole: the maquiladora
- People
  - The New Productivity Challenge
  - The mystique of the business leader
  - Leadership: More than doing the dash
  - People, work, and the future of the city (Social impacts of information)
  - The fall of the blue-collar worker
  - End work rules and job descriptions
  - Making managers of communist bureaucrats
  - China's nightmare: No jobs for the millions
- Management
  - Tomorrow's managers: the major trends
  - How to manage the boss
  - What really ails the U.S. auto industry
  - The new Japanese business strategies
  - Manage by walking around—Outside!
  - Corporate culture: Use it, don't lose it
  - Permanent cost cutting: permanent policy
  - What the nonprofits are teaching business
  - Nonprofit governance: lessons for success (for non-profits)
  - The Nonprofits' outreach revolution
- The organization
  - The governance of corporations
  - Four marketing lessons for the future
  - Tomorrow's company: dressed for success
  - Company performance: five telltale tests
  - R&D: the best is business driven
  - Sell the mailroom: Unbundling in the '90s
  - The 10 rules of effective research
  - The trend toward alliances for progress
  - A crisis in capitalism: Who's in charge?
  - The emerging theory of manufacturing
- Afterword: 1990s and beyond
  - The changing world economy
  - The knowledge society
  - Innovation and entrepreneurship
    - Two practices (not science or art)
    - Companies need the practice of innovation to survive and prosper
    - Cannot be confined to start-ups and new businesses
    - Lessons from the Nineteenth Century's Innovative Climate
    - Innovation matters because ours is a knowledge-base society
    - Innovation means abandoning the old
    - The zero-based audit
    - Innovation means looking on change as an opportunity
    - Innovation is work above all
    - Organize to undertake systematic entrepreneurship and purposeful innovation
  - Personal effectiveness
    - In the light of … what skills and abilities will an executive need to be effective in the next years?
    - The old skills
    - The new skills
    - There are enormous opportunities, because change is opportunity

Managing in a time of great change

❏ Preface
❏ Interview: The Post-Capitalist Executive
❏ Management
  ▲ The theory of the business
  ▲ Planning for uncertainty
  ▲ The five deadly business sins
  ▲ Managing the family business
  ▲ Six rules for presidents
  ▲ Managing in the network society
❏ The information-based organization
  ▲ The new society of organizations
  ▲ There's three kind of teams
  ▲ The information revolution in retail
  ▲ Be data literate; know what to know
  ▲ We need to measure, not count
  ▲ The information executives need today
❏ The economy
  ▲ Trade lessons from the world economy
  ▲ The U.S. economy's power shift
  ▲ Where the new markets are
  ▲ The Pacific Rim and the world economy
  ▲ China's growth markets
  ▲ The end of Japan, Inc.?
  ▲ A weak dollar strengthens Japan
  ▲ The new superpower: The overseas Chinese
❏ The society
  ▲ A century of social transformation
  ▲ Its profits us to strengthen nonprofits
  ▲ Knowledge work and gender roles
  ▲ Reinventing government
  ▲ Can the democracies win the peace?
❏ Conclusion
  ▲ Interview: managing in a Post-capitalist society
  ▲ Acknowledgements

Peter Drucker on the profession of management

Management Challenges for the 21st Century

Introduction

- ❏ Tomorrow's Hot topics

Management's new paradigms

- ❏ Why assumptions matter
- ❏ Assumptions that must be revised
  - ▲ Management is business management
  - ▲ The one right organization
  - ▲ The right way to manage people
  - ▲ Technologies and end-uses are fixed & given
  - ▲ Management's scope is legally defined
  - ▲ Management's scope is politically defined
  - ▲ The inside is management's domain
- ❏ No answers—raising questions
- ❏ Conclusion: The center of modern society, economy, community is the managed institution as the organ of society to produce results. And management is the specific tool, the specific function, the specific instrument to make institutions capable of producing results.
  - ▲ Final paradigm: Management's concern and management's responsibility are everything that affect the performance of the institution and its results—whether inside or outside, whether under the institution's control or totally beyond it.

Strategy: The new certainties

- ❏ Intro—Why strategy
- ❏ The collapsing birthrate
- ❏ The distribution of income
- ❏ The present growth industries
- ❏ Defining performance
- ❏ Global competitiveness
- ❏ The incongruence between political reality and economic reality

The change leader

- ❏ One cannot manage change
- ❏ Change policies
- ❏ Organized improvement
- ❏ Exploiting success
- ❏ Creating change
- ❏ Windows of opportunity
- ❏ What not to do
- ❏ Piloting
- ❏ The change leader's two budgets
- ❏ Changing continuity
- ❏ Making the future

Information challenges

- ❏ The new information revolution
- ❏ From the T to the I in IT
- ❏ Lessons of history
- ❏ History's lesson for technologists
- ❏ The new print revolution
- ❏ The information enterprises need
- ❏ From cost accounting to results control
- ❏ From legal fiction to economic reality
- ❏ Information for wealth creation
- ❏ Where the results are
- ❏ The information executives need for their work
- ❏ Organizing information. No surprises
- ❏ Going outside

Knowledge worker productivity

- ❏ The productivity of the manual worker
- ❏ The principles of manual work productivity
- ❏ The future of manual worker productivity
- ❏ What we know about knowledge worker productivity
- ❏ What is the task?
- ❏ Knowledge worker as capital asset
- ❏ The technologist
- ❏ Knowledge work as a system

Managing oneself

Acknowledgements

The market

Society and its structure

The customer

Technology

Environment

Mission

needed to accomplish

Core competences

Unexpected success

indicates rethinking is needed

assumptions

- What its business is
- What its objectives are
- How it defines results
- Who its customers are
- What customers value and pay for

Theory of the business

Bases of strategy:
1. Collapsing birthrate in the developed world
2. Shifts in the distribution of disposable income
3. Defining performance
4. Global competitiveness
5. Growing incongruence between economic globalization and political splintering

Derived from

Expected results in an unpredictable environment

produces?

Strategy

determines

determines opportunity

converts theory of business into

defines

Performance

Organization

Examples: Innovation and Entrepreneurship

See: Change leader

The Drucker Foundation
Leader of the future

- ❏ Leading the Organization of the Future
  - ▲ The New Language of Organizing and Its Implications for Leaders by Charles Handy
  - ▲ Leading the De-Jobbed Organization by William Bridges
  - ▲ Leading from the Grass Roots by Sally Helgesen
  - ▲ Creating Organizations with Many Leaders by Gifford Pinchot
  - ▲ Leading Learning Organizations: The Bold, the Powerful, and the Invisible by Peter M. Senge
  - ▲ Leadership and Organizational Culture by Edgar H. Schein
  - ▲ Leading a Diverse Work Force by John W. Work
  - ▲ Turning the Organizational Pyramid Upside Down by Ken Blanchard
- ❏ Future Leaders in Action
  - ▲ World-Class Leaders: The Power of Partnering by Rosabeth Moss Kanter
  - ▲ Seven Lessons for Leading the Voyage to the Future by James M. Kouzes, Barry Z. Posner
  - ▲ Leaders Who Shape and Keep Performance-Oriented Culture by James L. Heskett, Leonard A. Schlesinger
  - ▲ The "How to Be" Leader by Frances Hesselbein
  - ▲ On Future Leaders by Richard Beckhard
  - ▲ Peacetime Management and Wartime Leadership by Judith M. Bardwick
  - ▲ A Recipe for Glue by David M. Noer
- ❏ Learning to Lead for Tomorrow
  - ▲ Three Roles of the Leader in the New Paradigm by Stephen R. Covey
  - ▲ Developing Three-Dimensional Leaders by James F. Bolt
  - ▲ New Skills for New Leadership Roles by Caela Fatten, Beverly L. Kaye
  - ▲ The Ultimate Leadership Task: Self-Leadership by Richard J. Leider
  - ▲ The Following Part of Leading by Douglas K. Smith
  - ▲ Credibility x Capability by Dave Ulrich
  - ▲ Learning from Past Leaders by Warren Wilhelm
  - ▲ Ask, Learn, Follow Up, and Grow by Marshall Goldsmith
- ❏ Executives on the Future of Leadership
  - ▲ The Leader Who Serves by C. William Pollard
  - ▲ A Constitutional Model of Leadership by Alfred C. DeCrane, Jr.
  - ▲ Either/Or Yields to the Theory of Both by Alex Mandl, Deepak Sethi
  - ▲ Key Leadership Challenges for Present and Future Executives by William C. Steere, Jr.
  - ▲ Energy and Leadership by William N. Plamondon
  - ▲ The Puzzles of Leadership by Steven M. Bornstein, Anthony F. Smith
  - ▲ An "Outsider's" View of Leadership by Sara E. Meléndez
  - ▲ Growing Tomorrow's Leaders by George B. Weber

The organization of the future

The community of the future

Leading for Innovation and Organizing for Results
Editors: Frances Hesselbein, Marshall Goldsmith, Iain Somerville
Hardcover, Jossey-Bass, October 2001
ISBN: 0787953598
http://pfdf.org/leaderbooks/foundation/leading-for-innovation.html

From the Introduction:
Peter Drucker has defined innovation as "change that creates a new dimension of performance." In today's turbulent times, bringing about such change is one of the greatest challenges leaders face. This book is about what leaders can do to help their people and their organizations achieve this new dimension of performance.

As many of our authors note, innovation does not occur without significant challenge. Many people prefer to do things the way they have always done them, and change is not welcomed. Many innovations will fail; however, all agree that being open to innovative ideas, approaches, and systems is imperative if we are to survive both personally and professionally in today's fast-changing world. This book is for those leaders who will be successful in shaping the future because they are open to new ideas, new approaches, and new mind-sets.

To help today's leaders understand leading for innovation, we have gathered the top authors, practitioners, consultants, researchers, and thought leaders. Each author offers a unique viewpoint about the leadership of innovation. Some chapters explore the past; others cite current trends and theorize about the future. This combination presents an array of insight and knowledge for today's leaders. We hope that will inspire you, our reader, to make the changes that can make your world a better place.

▲ [21] "Leading for Innovation and Results in Police Departments," William J. Bratton, William Andrews;

▲ [22] "Inventing E-Services," Ann Livermore;

▲ [23] "Reinventing Innovation," John Kao.

Michael Porter's work
Competitive Advantage

❏ Competitive Strategy: The Core Concepts
  ▲ Introduction
  ▲ The structural analysis of industries
  ▲ Generic competitive strategies
  ▲ Overview of this book
❏ Principles of Competitive Advantage
  ▲ The Value chain and competitive advantage
  ▲ Cost advantage
  ▲ Differentiation
  ▲ Technology and competitive advantage
  ▲ Competitor selection
❏ Competitive scope within an industry
  ▲ Industry segmentation and competitive advantage
  ▲ Substitution
❏ Corporate strategy and competitive advantage
  ▲ Interrelationships among Business units
  ▲ Horizontal strategy
  ▲ Achieving interrelationships
  ▲ Complementary products and competitive advantage
❏ Implications for offensive and defensive competitive strategy
  ▲ Industry scenarios and competitive strategy under uncertainty
  ▲ Defensive strategy
  ▲ Attacking an industry leader

The Competitive Advantage Of Nations

Competitive Strategy

- ❏ Introduction
  - ▲ Questions
  - ▲ Classical Approach to Formulation of Strategy
  - ▲ Consistency tests: appropriateness of a competive strategy
  - ▲ Process of formulating a competitive strategy
- ❏ General analytical technique's
  - ▲ Structural analysis of industries
  - ▲ Generic competitive strategies
  - ▲ Framework for competitor analysis
  - ▲ Market signals: indicators of intentions, motives, goals, etc
  - ▲ Competitive moves
  - ▲ Strategy toward buyers and suppliers
  - ▲ Structural analysis within industries
  - ▲ Industry evolution
- ❏ Industry environments
  - ▲ Fragmented industries
  - ▲ Emerging industries
  - ▲ Transition to maturity
  - ▲ Declining industres
  - ▲ Global industries
- ❏ Strategic decisions
  - ▲ Vertical integration
  - ▲ Capacity expansion
  - ▲ Entry into new businesses
- ❏ Appendix
  - ▲ Portfolio technique's in competitor analysis
  - ▲ Conducting an industry analysis

Sur/petition
by Edward de Bono

Creating Strategic Leverage
by Milind Lee

- ❏ Introduction
  - ▲ Changing the way managers think about their company's long-term direction
  - ▲ Contributions of the book to the field of strategy
- ❏ Understanding strategic leverage
  - ▲ Strategic Leverage: A New Paradigm
  - ▲ Industry structure and strategic leverage
  - ▲ How competitive position restricts leverage and limits choices
  - ▲ How competitive forces affect leverage
- ❏ Analyzing strategic leverage
  - ▲ Analyzing freedom to maneuver
  - ▲ Likely returns of the three generic strategies
  - ▲ How strategic leverage and company choices change as industries evolve
  - ▲ Strategic mapping: a tool for visualizing leverage
  - ▲ Using market signals to create or modify leverage
- ❏ Exploiting strategic leverage
  - ▲ Selecting strategies that exploit leverage
  - ▲ How successful new products capitalize on leverage
  - ▲ How strategic leverage influences product tactics
  - ▲ Why channels can become industry "fault lines"
  - ▲ Using pricing to create maneuver and maintain leverage
- ❏ Notes

Strategy Pure and Simple
How winning CEOs outthink their competition
by Michel Robert
$22.95

Leadership Jazz
by Max De Pree
- ❏ Finding one's voice
- ❏ Beliefs
  - ▲ A key called promise
  - ▲ What's fragile
  - ▲ God's mix
  - ▲ Watercarriers
- ❏ Competence and resolve
  - ▲ Ropes or bathrooms
  - ▲ Leader's leaders
  - ▲ Take five
  - ▲ What would Bucky say
  - ▲ Where do ethics and leadership intersect
  - ▲ Give the gift of change
  - ▲ Delegate
  - ▲ Polishing gifts
  - ▲ Amateurs
  - ▲ Followership
  - ▲ Do leaders have a future?
  - ▲ Attributes of leadership a checklist
  - ▲ Epilogue

Mind of the strategist
by Ken Ohmae

- ❏ The Art of Strategic Thinking
  - ▲ Analysis the starting point
  - ▲ Strategic advantage
  - ▲ The Secret of Strategic vision
- ❏ Building Successful Strategies
  - ▲ The Strategic Triangle
  - ▲ Job of strategist
  - ▲ Strategy is defined as
  - ▲ Figure 8-1
  - ▲ Strategic Planning Units
  - ▲ The Players: (strategic triangle)
- ❏ Corporate strategy with multiple businesses
  - ▲ What is a Corporation
  - ▲ Business vs. Product
  - ▲ Management resource allocation
  - ▲ Summary
- ❏ Modern Strategic Realities
  - ▲ Understanding the Economic environment
  - ▲ Coping with Strategic Change
  - ▲ The real differences between Japanese and Western Business Systems
  - ▲ Foresighted Decisions
  - ▲ A Strategic Success Formula?
- ❏ other
  - ▲ strategists weapons
  - ▲ everyone in the corp...
  - ▲ how best performing businesses do it...
- ❏ Illustrations
  - ▲ Shifting Functions

The Borderless World — Power and Strategy in the Interlinked Economy
by Ken Ohmae

Trigger points
by Mike Kami

- ❏ Introduction—Managing the future, beginning now.
- ❏ Nine trigger points
  - ▲ Four trigger point <u>assumptions</u> about the world of 1988 to 1993.
  - ▲ The only thing we can depend on is unpredictability.
  - ▲ Our economic output is slowing down—and our standard of living isn't rising as fast as it used to.
  - ▲ We'll have a high rate of chronic unemployment for some time to come.
  - ▲ The mass market is splitting apart and, more than ever, the customer is the ultimate ruler.
  - ▲ Choosing your <u>basic strategy for success</u> in a unpredictable world. Trigger point five: an outside strategy is the only sensible option.
  - ▲ Corporate <u>goals</u> for 1993—trigger point targets to shoot for.
  - ▲ Raise productivity at least one and a half times higher than the real interest rate
  - ▲ Beat your competition by 10 percent
  - ▲ Make decisions three times faster, implement them faster—and make sure they are economically reversible.
  - ▲ Shoot for zero turnover of you real, genuine 24-carat talent.
- ❏ Five tools for triggering action next Monday morning.
  - ▲ Monday morning action. But not just any Monday morning actions.
  - ▲ Pyramid thinking
  - ▲ Directed brainstorming
  - ▲ Razor blade reading and clue management
  - ▲ Gap analysis
  - ▲ Action proposals
- ❏ Winning and losing strategies : Twelve case studies
  - ▲ Eastman Kodak: A powerful giant pays the price of inflexibility
  - ▲ Hasbro: From "hasbeen" to No. 1 toy maker
  - ▲ Toys "R" Us: Implementing three simple principles pay off big
  - ▲ IBM: Learning that nothing is forever
  - ▲ Beatrice: Presiding over disaster
  - ▲ Sakowitz and Commodore: Victims of a fast-changing world
  - ▲ People Express: Crash landing for a high flyer
  - ▲ Harley-Davidson: Revving up for a fast turnaround
  - ▲ Sony: a premium-price innovator is plagued by low-price imitators
  - ▲ Procter & Gamble: A faltering giant changes its ways
  - ▲ Federal Express: using advanced technology to win big
  - ▲ H-C Industries: How to bet your company—and win
- ❏ Conclusion: Let's have action. Action areas:
  - ▲ Talent. Need to rethink policies on
  - ▲ Rewards
  - ▲ Delegation/participation
  - ▲ Bureaucracy
  - ▲ Intrapreneurship
  - ▲ Loyalty
  - ▲ Innovation
  - ▲ Productivity
  - ▲ Research and development
  - ▲ Marketing
  - ▲ Long-Term View
  - ▲ Fanatical dedication
  - ▲ Adaptive-reactive style
  - ▲ Psychological cost of change
  - ▲ Alternatives
  - ▲ Management time
  - ▲ Control
  - ▲ Priorities
- ❏ Trigger point resources
  - ▲ Resources—Keeping informed on key external factors

Management Golf: What's Your Handicap?
by Mike Kami

❏ Michael J. Kami William Martz

❏ Do you believe in action-oriented planning, the speedy execution of ideas and realistic goal-setting in business management? So do the authors of this book and that's why they've developed this fun, innovative evaluation tool, arranged to resemble a round of golf, that any business can use to assess its own operations.

❏ Table of Contents

High Output Management
Andy Grove (Intel)
- ❏ The breakfast factory
  - ▲ Basics of production: delivering a breakfast (or a college graduate, or a compiler, or a convicted criminal …)
  - ▲ Managing the breakfast factory (production)
- ❏ Management is a team game
  - ▲ Managerial leverage
  - ▲ Meetings : medium of managerial work
  - ▲ Decisions
  - ▲ Planning: today's actions for tomorrows output
- ❏ Team of teams
  - ▲ Factory goes national
  - ▲ Hybrid organizations: mission-oriented & functional
  - ▲ Dual reporting
  - ▲ Modes of controlling behavior in the work environment
- ❏ The players
  - ▲ The sports analogy
  - ▲ Task relevant maturity
  - ▲ Performance appraisal: manager as judge & jury
  - ▲ Two difficult tasks
    - ➜ Interviewing a potential employee
      - ★ Ultimate purpose of the interview
      - ★ Difficulty of assessing past performance
      - ★ Conducting the interview
      - ★ Checking references
      - ★ Talk to the candidate after checking references
      - ★ Show yourself & environment as they really are
      - ★ Careful interviewing merely increases odd of getting lucky
    - ➜ Trying to talk a valued employee out of quitting (see page # 210)
      - ★ How can you prepare for this in advance?
  - ▲ Compensation as task-relevant feedback (TRF)
- ❏ To do list {310 points}

Go for at least 100 points
- ▲ Production {70 points}
- ▲ Leverage {160 points}
- ▲ Performance {80 points}

The Marketing Mystique
by Edward McKay
❏ Marketing orientation means…
    Knowing
        what customers want,
        what they consider value, and
        what they will pay for

    Managing the whole business to fulfill
    these expectations
    so the consumer
        is satisfied,
        tells others, and
        comes back to buy again.
❏ Principal characteristics & features of the
marketing orientation
• The focus is on the
marketplace—customers, competitors, and
distribution.
• A commercial intelligence system
monitors the market.
• It requires recognition that change is
inevitable, but manageable, in the
business arena.
• The business is committed to strategic
planning and marketing planning and to
creative product planning.
• The emphasis is on profit—not just
volume—with growth and profit kept in
balance.
❏ Establishing a Market-oriented
Philosophy
  ▲ Resolving the Marketing Paradox
    ➜ Philosophy and performance
      A Major gap exists between
      business philosophy statements
      and marketing performance as
      judged by customers in the
      marketplace.
    ➜ What is the marketing concept?
      • a business philosophy,
      • a modern form of organization,
      • an approach to strategic planning,
      • a dynamic operating system, and
      • a performance appraisal.
    ➜ Who is the professional marketing
      manager?

★ The purpose of marketing
is to direct all vision and effort
of the business toward
marketing objectives,
and to direct all vision and effort
of marketing toward the
objectives of the business.
➜ What is a business?
  ★ basic and continuing
  characteristics
  ★ Changing
    ❐ Markets
    ❐ Customers
    ❐ Distribution patterns
    ❐ Competition
    ❐ Constantly changing
      strategies of business
▲ Determining the Nature of Your
Business
  ➜ The steps to understanding: What
  is my business?
    ★ A business inventory
      ❐ Market segments served
      ❐ Products and salable
        services offered
      ❐ Strengths and weaknesses in
        each business area, both
        present and anticipated
      ❐ *X-ref Part 3 & Part 5*
    ★ The business arena(s)
    The business arena is where the
    action is.
    It is the marketplace.
    It is where …
        customers
        your company
        distribution
        competitors
        the environment
    interact to determine
    who buys, who sells, & what
    the payoff is.

    These arenas are constantly
    changing.

- ❏ *x-ref chapter 10 — Commercial Intelligence system and process*
- ❏ *x-ref chapter 11—Business arena analysis*
- ★ A vision for the business
  - ❏ The questions that lead to a choice of vision
    - ✔ What business are we really in? Not in hardware terms, but in terms of customer needs?
    - ✔ What is the future visualized for each business segment?
    - ✔ What could each segment become, and the whole?
    - ✔ Where do we want to take each segment, and when?
    - ✔ What are the scale, direction, pace, goals, and strategy required to get us there?
  - ❏ Evaluation questions
    - ✔ Is this vision clear?
    - ✔ Is your style of management in character with it?
    - ✔ Is the vision understood and supported by all employees?
    - ✔ Are your … designed to enhance and implement this vision?
      - ✽ *products and pricing policies*
      - ✽ *strategies*
      - ✽ *supporting activities*
    - ✔ Is the vision reflected in the character of your sales and advertising representation
      - ✽ *Appropriately*
      - ✽ *Consistently*
      - ✽ *Effectively*
    - ✔ Do you say your business is customer-oriented while your actions show that it is really supplier-oriented?
    - ✔ Does the vision look to the future?
      - ✽ *Does it anticipate and predict what is desirable and then seek means for achieving the new goals*
  - ❏ x-ref methods and tools presented in part 3 and of the marketing appraisal presented in part 5
- ★ An image of the business
  - ❏ The term "image" has been almost destroyed by overuse and abuse
  - ❏ Conceive, develop, maintain
    - ✔ An integrated, consistent, and publicly accepted character and personality.
    - ✔ which fit the vision for his business and the markets he chooses to serve
  - ❏ Must be communicated
    - ✔ Within the business
    - ✔ To customers & prospects
    - ✔ To the public
- ★ The business charter
  - ❏ If this is a business
    - ✔ substantial complexity in
      - ✽ *Product lines*
      - ✽ *Markets served*
      - ✽ *Sales and distribution channels employed*
    - ✔ decentralized with several interrelated or interdependent businesses

- ❑ The charter
  - ✔ The nature, intent, and vision proposed
  - ✔ Outline of broad and continuing objectives and long-term strategies
    - ✱ *For the business unit as a whole*
    - ✱ *For each major segment*
  - ✔ A definition of important continuing relationships
    - ✱ *Internal*
    - ✱ *External*
  - ✔ Delineation of the scope of the business
    - ✱ *Each segment defined in terms of activities, products, markets*
  - ✔ A commitment to development and exploratory work
    - ✱ *in areas of products, services, and distribution*
    - ✱ *beyond the present business scope*
- ➜ This our business
  - ★ Increasingly difficult to answer "What is our business"
  - ★ Increasingly imperative to provide a suitable answer/decision
  - ★ Positively and clearly
- ▲ Selecting the Orientation of Your Business
  - ➜ Alternative orientations
    - ★ Production
      - ❑ Principal characteristics & features
    - ★ Sales
      - ❑ Principal characteristics & features
    - ★ Technology
      - ❑ Principal characteristics & features
    - ★ Finance
      - ❑ Principal characteristics & features
  - ★ Marketing
    - ❑ **Principal characteristics & features of the marketing orientation**
      - • The focus is on the marketplace—customers, competitors, and distribution.
      - • A commercial intelligence system monitors the market.
      - • It requires recognition that change is inevitable, but manageable, in the business arena.
      - • The business is committed to strategic planning and marketing planning and to creative product planning.
      - • The emphasis is on profit—not just volume—with growth and profit kept in balance.
    - ❑ Should not be confused with customer orientation which connotes a complete focus on the customer. The latter suggests a broader view, which considers also competitive and distribution influences and proper balance between the external market considerations and the internal requirements of the business.
  - ➜ A balanced view of the business
    - ★ Understanding the traditional and present orientation
    - ★ A balanced view of the business
      - ❑ A balance between the **needs of customers** and the **ability to serve**
        It often possible to create or develop customer wants and needs. It also recognizes that

company resources and the ability to serve, which they represent, can be modified, supplemented, or superseded as the enterprise seeks to adjust to market opportunities.

❐ Competitive considerations
This balancing of needs against resources must be done in light of the competitive considerations prevailing in the business arena involved.
In other words, reactions and responses of competitors to the moves you make and your reactions and responses to the moves they are most likely to make are vital to your choice of opportunities, your policies, and your strategies.

❐ Environment
Similarly change in the environmental situation under which your business operates have vital bearing on your decisions. More and more, social, economic, political, and even physical factors in the environment must be taken into account.

❐ Anticipated operating results
Also essential to this process is the evaluation of anticipated operating results that will accrue from the alternative courses of action under consideration.

❐ Selected business opportunities
What is required for balance is a careful interrelating of customer needs with your ability to serve, in light of

competitive considerations, the environmental situation, and anticipated operating results. Only through this approach is it possible to make an orderly and rational selection of business opportunities.

▲ Adopting and Implementing the Marketing Concept
➜ Introduction
★ Major commitment
★ Heavy impact on every business procedure
★ These changes will not be easy to implement
➜ Need for preplanning / **The lack of progress in adopting the concept**
★ A substantial majority of large and medium-size companies have at least nominally adopted the concept
★ Lack of progress reasons
❐ Inadequate understanding of the concept
❐ Weak top-level sponsorship and commitment
❐ Lack of professional leadership within marketing
❐ Failure to do the comprehensive planning essential before adoption and implementation
➜ Sponsorship
★ CEO
❐ Thoroughly understand the nature of the commitments required
❐ Recognize the impact this move will have on his own attitudes and policy decisions
❐ Be prepared to deal with resistance
❐ Accept leadership responsibility essential to enable and facilitate accept

- ❒ Must set an example in
  - ✔ resource allocation decisions
- ❒ Must have/get in place a marketing head that…p23 & chp 18
  - ✔ Who must have the authority commensurate with his role
  - ✔ Must be someone the marketing organization respects
- ❒ Functional integration and teamwork compatible with marketing orientation
  - ✔ **Principal characteristics & features of the marketing orientation**
    - • The focus is on the marketplace—customers, competitors, and distribution.
    - • A commercial intelligence system monitors the market.
    - • It requires recognition that change is inevitable, but manageable, in the business arena.
    - • The business is committed to strategic planning and marketing planning and to creative product planning.
    - • The emphasis is on profit—not just volume—with growth and profit kept in balance.
- ★ Need a true professional in the marketing organization
- ★ Need some "Hair shirts" — "true believers" in the marketing organization
- ➜ Relationships with other functions
- ★ Probably need to build new and different relationships with other functions
- ★ What the marketing concept means to …
  - ❒ General Management
  - ❒ Research and engineering
  - ❒ Manufacturing and production
  - ❒ Finance
  - ❒ All aspects of corporate relations
- ★ **Marketing orientation means… Knowing**
    - what customers want,
    - what they consider value, and
    - what they will pay for

    Managing the whole business to fulfill these expectations so the consumer
    - is satisfied,
    - tells others, and
    - comes back to buy again.
- ★ **Believe or beware** is the appropriate slogan
- ➜ Communication program
  - ★ Tailored to… p26
  - ★ Useful elements… p26
  - ★ Goals of the program
    - ❒ Understanding
    - ❒ Acceptance
    - ❒ Encourage action
- ➜ Education in marketing
  - ★ Part of the implementation
  - ★ Someone in marketing should be given continuing responsibility
  - ★ Suggested activities
    - ❒ An indoctrination program
    - ❒ Formal courses in marketing management
    - ❒ Specialized courses
    - ❒ In-company management workshops
    - ❒ Rotation within marketing

- ❐ Rotation with other functions
- ❐ Coaching
- ❐ Career counseling
- ➜ Marketing tools, methods, policies (areas of consideration)
  - ★ New forms of research in marketing
  - ★ New systems and uses of commercial intelligence
  - ★ New systems of data processing
  - ★ New communications media and programs
  - ★ Mechanized and automated physical handling of products in the marketing system.
  - ★ Use of a master calendar of marketing events
    - ❐ Product introductions and withdrawals
    - ❐ Field tests
    - ❐ Sales and promotion campaigns
    - ❐ Policy changes
    - ❐ Training activities
  - ★ Checklist of persuasion instruments suitable to their competitive arena
    - ❐ Trade-ins
    - ❐ Premiums
    - ❐ Demonstrations
    - ❐ Trading stamps
    - ❐ Contests
    - ❐ Fair trade
    - ❐ Dating plans
    - ❐ Many other sales, promotion, and merchandising aids.
- ➜ Marketing policies
  - ★ Early review of all policies
  - ★ Development of new or modified policies where required
  - ★ Program of periodic monitoring of policy needs
  - ★ **Subjects for policy consideration** (policy scope)
    - ❐ Product lines

- ❐ Pricing
- ❐ Distribution
- ❐ Product services
- ❐ Trademark and branding
- ★ **Principles for consideration in operating a policy system**…
- ★ Should be issued on only a few major subjects
- ➜ Advanced implementation within marketing
  - ★ Periodic meeting to evaluate the progress in implementing the concept
  - ★ Checklist of timely topics (general and partial list)
    - ❐ The marketplace
      - ✔ Do we regularly and systematically analyze our markets?
      - ✔ Do we understand and use market segmentation?
      - ✔ Do we have the commercial intelligence we need to manage effectively?
      - ✔ Are we satisfied with our communications from and to customers?
    - ❐ Products and services
      - ✔ Do we have a creative approach to product planning?
      - ✔ Do we have product leadership?
      - ✔ How do we rate in …?
        - ✱ *product quality*
        - ✱ *product performance*
        - ✱ *overall value of our offering*
      - ✔ What services do we sell before, during, and after the sale?
      - ✔ Are our pricing policies and practices competitive?

- ✔ Do we really know if customers would agree with our answers to these question?
- ❏ Advertising and sales
  - ✔ Are our messages addressed to customers, or are we talking to ourselves?
  - ✔ Is our media selection focused on our important market segments?
  - ✔ Do our distributor and dealer aids serve the real needs of these allies?
  - ✔ Is our advertising agency truly market-focused, or merely client-focused?
  - ✔ Do we evaluate our promotion by its impact on customers?
- ❏ Sales and distribution
  - ✔ Do we know where and how customers want to be served…?
    - ✱ *in kind*
    - ✱ *number*
    - ✱ *location of outlets*
    - ✱ *representatives*
  - ✔ Does distribution share and help to implement our vision and intended use?
  - ✔ Are our … market oriented?
    - ✱ *agents*
    - ✱ *distributors*
    - ✱ *dealers*
    - ✱ *our own sales & service people*
- ❏ Service to customers
  - ✔ Do we know what services customers want?
  - ✔ Can and will they pay for these services?
- ✔ Are we keeping up with or ahead of competitors in providing services?
- ✔ Do we know customer expectations … of services?
  - ✱ *speed*
  - ✱ *quality*
  - ✱ *price*
- ✔ Are we satisfying these customer expectations?
- ★ See the checklist in Part 5
- ★ Need to develop a teamwork program between marketing and other functions
- ★ Implementation program for the business as a whole
- ❏ Building a Market-oriented Organization
  - ▲ Satisfying Both the Business and the Customer
    - ➔ Organization change
    - ➔ The purpose of organizing
    - ➔ Organizing objectives and principles
    - ➔ The organizing process
  - ▲ Selecting the Style of Organization
    - ➔ A baker's dozen of organizational styles
      - ★ Formal vs. informal
      - ★ Centralized vs. decentralized
      - ★ Autocratic vs. democratic
      - ★ Mechanistic vs. organic
      - ★ Vertical vs. horizontal
      - ★ Effective vs. efficient
      - ★ Carrot vs. club
      - ★ Specialist vs. generalist
      - ★ Work vs. people
      - ★ Individual vs. group
      - ★ Integrated vs. coordinated
      - ★ Calm vs. conflict
      - ★ Climate vs. system
    - ➔ Some principles of style
    - ➔ Contrasts in style
  - ▲ Clarifying Marketing Functions and Relationships
    - ➔ Business functions
    - ➔ Scope of marketing

Marketing Moves

A New Approach To Profits, Growth, And Renewal
Reshaping The Practice Of Marketing For The New Century
By Philip Kotler, Dipak C. Jain, Suvit Manesincee

- ❏ Preface

Part one: Reshaping marketing for the digital economy

- ❏ **Chapter 1: Positioning marketing as the driver in the digital economy**
  - ▲ Major shifts toward the digital economy
  - ▲ Consumers and businesses acquire new capabilities
    - ➜ New consumer capabilities
    - ➜ New business capabilities
  - ▲ Matching capabilities with value drivers
    - ➜ Customer value
    - ➜ Core competencies
    - ➜ Collaborative networks
  - ▲ The need for a new marketing paradigm
    - ➜ Table 1-2 the three stages of a new marketing paradigm
  - ▲ The holistic marketing framework
    - ➜ Figure 1-1 A holistic marketing framework
  - ▲ Crafting the competitive platforms
    - ➜ Marketing offerings platform
    - ➜ Business architecture platform
    - ➜ Marketing activities platform
    - ➜ Operational system platform
    - ➜ Figure 1-2 Four competitive platforms that deliver value
  - ▲ Conclusion
  - ▲ Questions to ponder
- ❏ **Chapter 2 Formulating a market renewal strategy**
  - ▲ Mastering value in the digital economy and
    - ➜ Company driven markets
    - ➜ Customer driven markets
    - ➜ Collaborator driven markets
    - ➜ Community driven markets
  - ▲ Shifts and strategic marketing
    - ➜ Table 2-1 changing assumptions and strategic marketing thinking

- ➜ Marketing integrates the work of creating and delivering customer when and must have more influence on the rest of the organization
- ➜ Marketing focuses is on permission Marketing
- ➜ Marketing must focus on retaining customers and building loyalty
- ➜ Marketing focus on capturing the lifetime value of the best customers
- ➜ Many marketing expenditures are, in fact, investments
- ▲ Shifts and operational marketing
  - ➜ Reverse product design
  - ➜ Refers pricing
  - ➜ Reverse advertising
  - ➜ Reverse promotions
  - ➜ Reverse distribution channels
  - ➜ Reverse segmentation
- ▲ Exploring the customer's Cognitive space
  - ➜ Figure 2-1 the customer's Cognitive space Table 2-2 the customer's Cognitive subspace and what factors
- ▲ Assessing the company's competency space
  - ➜ Competency Breadth
    - ★ infrastructure business
    - ★ product innovation and commercialization business
    - ★ customer relationships business
  - ➜ Competency depth
- ▲ Capturing collaborators resource base
  - ➜ Horizontal partnerships
  - ➜ Vertical partnerships
- ▲ Building the enabling environment for market renewal
- ▲ Questions to ponder
  - ➜ How much influence the sure marketing department have over the other departments to persuade them to become customer Center
  - ➜ What opportunities can markers drawl from the company driven, customer driven, collaborator driven, and community driven that you streams?
  - ➜ How far is your company willing to go and customizing its products and services for individual customers? Should it go further?

- ➔ Sure your company still work through function driven Department's, or should organized interdepartmental teams that manage key processes?
- ➔ What is your company doing to into and use the new marketplace? What other incidences initiatives should your company take?
- ➔ How can your be to see marketers use the customer's Cognitive space shown in figure two-one?
- ➔ How can your company link its competency gaps with the resource base available from current and potential collaborators?

Part two: Creating competitive platforms

❏ **Chapter 3 Identifying market opportunities**
- ▲ Crafting the customer's benefit to
  - ➔ Three major shifts in customer benefit
    - ★ From output based offerings to outcome and input based offerings
    - ★ From product performance to customer experiences
    - ★ From mass-market offerings to customized market offerings
- ▲ Realigning the company's business domain
  - ➔ Redefining the company's business concept
  - ➔ Reshaping the company's business scope
  - ➔ Repositioning the company's brand identity
- ▲ Expanding the Business partner space
  - ➔ Linking through outsourcing
  - ➔ Linking through syndicating
- ▲ Developing a corporate governance framework
- ▲ Questions to ponder

❏ **Chapter 4 Designing winning marketing offerings**
- ▲ Elaborating the variety of possible Market offerings

- ➔ Figure 4-1 the market offering platform
- ➔ Digital and physical offerings
- ➔ Intangible and tangible offerings
- ➔ Features and Intelligent offerings
- ➔ Container and content offer
- ▲ Designing Market offerings
- ▲ Developing a choice map
  - ➔ Assessing the customer consumption chain
  - ➔ Understanding the consumer learning experience
  - ➔ Developing the contextual offerings
  - ➔ Separating form and function
  - ➔ Bungled vs focused offerings
- ▲ Offering a choice board
  - ➔ Customization
  - ➔ Customerization
  - ➔ Collaboration
- ▲ Crafting the right value proposition
- ▲ Questions to ponder

❏ **Chapter 5 Designing the Business architecture**
- ▲ Generic business models
  - ➔ One-to-one: traditional E-Commerce without intermediary
  - ➔ Many-to-one: buy-side intermediary
  - ➔ One-to-many: sell-side intermediary
  - ➔ Many-to-many: virtual marketplace
- ▲ B2C extended business models
  - ➔ E commerce storefronts
  - ➔ Portals and infomediaries
  - ➔ Facilitators
  - ➔ Aggregators
  - ➔ Trust intermediaries
  - ➔ E-business enablers
- ▲ B2B extended business models
  - ➔ B2B portals
  - ➔ B2B infomediary
  - ➔ B2B hubs
- ▲ The future of B2B markets
- ▲ Questions to ponder

❏ **Chapter 6 Building the business infrastructure and capabilities**
- ▲ Customer relationship management
  - ➔ Finding the target customers
  - ➔ Filling the target customers needs
    - ★ Translating customer value in to actionable customer benefits

The Deming's Dimension
by Henry R. Neave
ASPC Press, Knoxville

The Six Sigma Way

Leadership for Quality
by Joseph Juran
❏ Preface
  ▲ Subject that has been undergoing rapid and drastic change as a result of
    ➜ competition in the marketplace as well as of
    ➜ the vulnerablilty of industralized societies that have designed life styles in ways that depend heavily on quality of goods and services
  ▲ Purpose of the book
    ➜ Provide companies with the strategies needed to attain and hold quality leadership
    ➜ Define the roles of upper managers in leading their companies to that goal
    ➜ Set out the means to be used by upper managers to supply that leadership
❏ Quality: A continuing revolution
  ▲ Purpose: Provide a "lessons-learned" perspective on making quality happen.
  ▲ Unchanging desires and changing forces
    ➜ Critical questions
  ▲ Early strategies of managing for quality
    ➜ The Taylor system and its impact
    ➜ The growth of volume and complexity
    ➜ Growth of the quality department
    ➜ World War II and its impact
    ➜ The Japanese quality revolution and its impact
    ➜ Life behind the quality dikes
    ➜ Response to the impacts
  ▲ Lessons learned
    ➜ Figure 1-2
❏ How to think about quality
  ▲ Purpose: Provide an understandable framework on which to build a coherent, unified approach to managing quality.
  ▲ Obstacles to unity
  ▲ The meaning of quality

  ➜ Fitness for use: does not provide the depth needed by managers to choose courses of action.
  ➜ Definitions of quality (Figure 2-1)
  ▲ Subsidiary definitions
    ➜ Product
    ➜ Product features
    ➜ Customer
    ➜ Product satisfaction and customer satisfaction
    ➜ Deficiencies
    ➜ Product satisfaction and product dissatisfaction are not opposites
  ▲ Each company need unity of language: the glossary
  ▲ Measures of quality
    ➜ Freedom of deficiencies
    ➜ Product features
  ▲ How to manage for quality: The financial analogy
  ▲ The Juran Trilogy
    ➜ Three universal sequences
    ➜ The Juran trilogy diagram
    ➜ The Juran trilogy diagram and product deficiencies
    ➜ The trilogy diagram and product features
  ▲ Survey on the Juran Trilogy
    ➜ Results of the survey
  ▲ Topics that follow
    ➜ Why in that order?
❏ The mangement processes that create quality
  ▲ Quality improvement
    ➜ Purpose
    ➜ What is improvement?
    ➜ Qualitiy improvement and quality leadrship
    ➜ Mobilizing for quality improvement
    ➜ Motivation for quality improvement
    ➜ Training for quality improvement
  ▲ Quality planning
    ➜ Purpose
    ➜ Division of the subject
    ➜ Quality planning: definitions and relationships

- � The damage done and upper management reluctance
- � Who has been doing quality planning?
- � Multiple levels of quality planning
- � The triple role
- � The quality-planning road map
- � Lessons learned
- � Upper management auditing of the quality-planning process
- ▲ Quality control
  - � Purpose: A universal process for conducting operations in ways that will…
  - � What is control? Holding the status quo
  - � The feedback control
  - � The control pyramid
  - � Roles for upper managers
  - � Planning for control
  - � Allocation to control stations
  - � The Loop (in detail)
  - � The role of statistical methods
  - � An assurance role for upper management
    Assure that the system of quality control is adequate
  - � Control through the reward system (see chapter on Motivation)
- ❏ Levels of quality activity
  - ▲ Strategic Quality Management (SQM)
    - � Purpose: A structured approach to managing quality throughout the company.
    - � What is strategic quality management (SQM)?
    - � Why go into SQM?
    - � Establishing SQM: the quality council
    - � Quality policies
    - � Strategic quality goals
    - ➮ Provision of resources
    - ➮ Quality control at upper-management levels
    - ➮ Measure of quality for SQM
    - ➮ The report package
    - ➮ Quality audits

- ➮ The quality manager
- ➮ Upper managers' roles in SQM
- ➮ Efforts to avoid upper-management participation
- ➮ Embarking on SQM: the scenario
- ➮ Training
- ▲ Operational Quality Management
  - ➮ Purpose
  - ➮ What is an operational departmental?
  - ➮ Macroprocesses and microprocesses
  - ➮ Macroprocesses
  - ➮ Microprocesses
  - ➮ Motivation for quality in operational managerment
  - ➮ Training for operational quality management
- ▲ The Work Force and Quality
  - ➮ Purpose
  - ➮ Who is the work force?
  - ➮ Division of the subject matter
  - ➮ Sequence
  - ➮ The need to be specific
  - ➮ Quality control
  - ➮ Quality improvement
  - ➮ The work force and quality planning
  - ➮ Work-force participation is essential
- ❏ Support activities
  - ▲ Motivation for quality
    - ➮ Purpose
    - ➮ Why talk about motivation?
    - ➮ Quality has top priority
    - ➮ The trilogy
    - ➮ Strategic quality mangement
    - ➮ Recognition and rewards
    - ➮ Dealing with cultural resistance
  - ▲ Training for quality
    - ➮ Purpose
    - ➮ The basic premises
    - ➮ Some critical decisions
    - ➮ Upper-management involvement in training
    - ➮ The training curriculum
    - ➮ Trainers

Transformation thinking
by Joyce Wycoff with Tim Richardson

Tom Peters work
In Search of Excellence

- ❏ Managing Ambiguity and Paradox
- ❏ A Bias for Action
- ❏ Close to the Customer
- ❏ Autonomy and Entrepreneurship
- ❏ Productivity Through People
- ❏ Hands–on, Value–Driven
- ❏ Stick to the Knitting
- ❏ Simple Form, Lean Staff
- ❏ Simutaneous Loose–Tight Properties

Passion for Excellence

❏ Common Sense
  ▲ A Blinding Flash of the Obvious
  ▲ MBWA: The Technology of the Obvious
  ▲ Integrity and the Technology of the Obvious
❏ Customers
  ▲ Common Courtesy: The Ultimate Barrier to Competitor Entry
  ▲ No Such Thing as a Commodity
  ▲ "Mere Perception": On the Irreducible Humanness of Customers
  ▲ Quality Is Not a Technique
  ▲ The "Smell" of the Customer
  ▲ Good reading sources
❏ Innovation
  ▲ The Mythology of Innovation, or a Skunkworks Tale
  ▲ Three Skunks
  ▲ The Context of Innovation
  ▲ The "Smell" of Innovation
  ▲ Good reading sources
❏ People
  ▲ Bone-Deep Beliefs
  ▲ Ownership!
  ▲ Applause Applause
  ▲ Good reading sources
❏ Leadership
  ▲ Attention, Symbols, Drama, Vision—and Love
  ▲ Transformations and Enhancements
  ▲ Coaching
  ▲ Doing MBWA
  ▲ Excellence in School Leadership: Initial Speculations
  ▲ What Price Excellence?
  ▲ Good reading sources
❏ **Afterword 1986: Accelerating the Pace of Change**
  ▲ Introduction
    ➔ Change as the Only Constant
    ➔ The Fortune 500 Responds
    ➔ Winners Everywhere
    ➔ Fighting City Hall
  ▲ Assessing the Model

Passion takes the orginal eight points from **Search**, reduces them to three (people,customers, and innovation), and then adds a fourth (leadership) This section presents substantial alterations to the content of **Passion** since it was first published.

➔ Customers
  ★ *Increased emphasis*
    ❐ Listening
    ❐ Measurement of Customer Satisfaction
    ❐ Niche-aimed Strategies
  ★ *Additions*
    ❐ Management of Distribution Channels
    ❐ International Market Development
    ❐ "Total Customer Responsiveness"
    ❐ "Manufacturing as a Key Marketing Weapon"
➔ Innovation
  ★ *Increased emphasis*
    ❐ The Role of Teams
    ❐ "Big Ends from Small Beginnings"
    ❐ Modeling Innovation/Purposeful Impatience
  ★ *Additions*
➔ People
  ★ *Increased emphasis*
    ❐ Structural Attributes of Psychological Ownership
    ❐ The Ten-to Thirty-person Team
    ❐ "Charts and Boxes" Organization Structure Issues
  ★ *Additions*
    ❐ Tailored Monetary Incentives
➔ Leadership
  ★ *Increased emphasis*
  ★ *Additions*
    ❐ "What Have You Changed?"

- ▲ The Promises
  - ➜ Customers
    - ★ Value-added features into every product or service/differentiators
    - ★ Customer-satisfaction measures (they buy intangibles)
    - ★ Live quality in your every action
    - ★ Listen to your customers
    - ★ Tailor every product or service offering sold internationally
    - ★ Continuous "overkill" customer service training
    - ★ Consider radical "overinvestment" in your direct sales/service force
    - ★ Mount joint company/outsider problem-solving teams
    - ★ Make manufacturing (operations) a primary marketing tool.
    - ★ Everybody can state your strategic distinction in 25 words or less. Test
  - ➜ Innovation
    - ★ Quantitative Objectives
    - ★ Sizable enough portfolio of small beginnings to ensure a constant flow of new products
    - ★ Turn it in to a fast pilot. Cut development time
    - ★ Staff new development teams with **full time/permanent** people
    - ★ Become an executive champion.
    - ★ Actively reward defiance of your own inhibiting regulations.
      - ❏ Find and batter down directly irritationg obstacles
    - ★ Actively and publicly reward mistakes/failures—good tries
    - ★ Daily identify with innovation and change. Let people know where you stand.
    - ★ Create an Innovators Hall of Fame
  - ★ Organize New Product/Service around extensive "word of mouth" campaigns
  - ➜ People
    - ★ Regularly celebrate small wins.
    - ★ Include all your people in some substantial gain sharing program. Team results.
    - ★ Use teams as a basic organization building block.
    - ★ Involve all people in quality improvement programs.
    - ★ Institue measurement systems that are clear, simple, credible.
    - ★ Reduce layer of managmeny to no more than five.
    - ★ Assign your support staff people to work in the field rather than corporate.
    - ★ Debureaucratize-paperwork and unnecessary procedures
    - ★ Dehumiliate.
  - ➜ Leadership
    - ★ Daily calendar should reflect only the top priorities
    - ★ Consciously live your vision, values, and priorities
      - ❏ Meetings
      - ❏ Visits
      - ❏ In the minutiae of your daily routine
    - ★ Achieve operating people dominance.
    - ★ Promote on the basis of their ability to create excitement among there colleagues.
    - ★ In times of change, devote major time (50%) to the new strategic priority.
      - ❏ Develop a new class of hero
    - ★ Unfailingly use promotion to signal the new strategic direction
    - ★ Develop and use a 5 minute "stump speech".
    - ★ Substitute pilots for proposals. Test it

- ★ Formal evaluation of leaders—what have you changed lately?
  - ▲ Reprise
    - ➔ Change is the only constant
    - ➔ A Change in Attitude
    - ➔ A change in the way we spend our time
- ❏ The World Turned Upside Down: The shape of the New American Competitor
  - ▲ Manufacturing
    - ➔ Manufacturing—the "old way"
      - ★ Volume, scale economics, tonnage mentality, capacity thinking
      - ★ Capital & automation more important than people.
      - ★ Volume, low cost, and efficiency more important than:
        - ❏ Quality
        - ❏ Responsiveness
      - ★ Industrial engineers, in ivory towers, call the shots.
    - ➔ Manufacturing—the "new way"
      - ★ "Focused factory," short production runs, fast changeovers (flexibility)
      - ★ Engineers live in the plant.
      - ★ Fewer line managers, more on-site process engineers.
      - ★ People more important than capital.
      - ★ Quality and responsiveness are king.
      - ★ Manufacturing as a primary marketing tool.
      - ★ Joint problem solving with customers.
        - ❏ Customers to the plant
        - ❏ Plant teams to the customer
      - ★ Plant managers and line people in general are heros.
        - ❏ Industrial engineers are "on call" to support them.
      - ★ Plants clean, offices cramped; not vice versa.
    - ★ Manufacturers as "business team" members, not just functional specialists.
    - ★ Suppliers a major part of the team; joint problem solving with suppliers.
  - ▲ Marketing
    - ➔ Marketing—the "old way"
      - ★ Mass
        - ❏ Mass markets, mass advertising (for branding purposes)
        - ❏ Mass Data analysis
        - ❏ Lengthy market tests
      - ★ Violent competition over tiny fractions of a percent of market share.
      - ★ Functional integrity of the marketing department.
        - ❏ Analysis over intuition
        - ❏ Marketers in their offices.
      - ★ Consideration of large projects only
        - ❏ Massive line extensions
        - ❏ Major new products
    - ➔ Marketing—the "new way"
      - ★ Fragmented markets, new uses.
      - ★ New market creation (rather than market sharing) is primary.
      - ★ Quick and dirty data collection, rapid and small-scale market tests.
      - ★ Widespread use of marketing teams (multifuction)
      - ★ Marketers in the field 50% of the time
      - ★ Innovations via customers
      - ★ Market leader listening and joint product development with customers
      - ★ Battering down functional barriers.
      - ★ Heightened awareness of service (and reliability/quality) component.
      - ★ High-value-added, niche, and segmentation focus.

- ★ Speed, speed, speed
- ▲ Sales and Service
  - ➜ Sales and Service—the "old way"
    - ★ "Move the product"
      - ❒ Volume is king (with franchisees and distributors, too)
      - ❒ "More" is winning formula
      - ❒ Quality is secondary
    - ★ Relationships and transaction profitability take second place to volume.
    - ★ Sales function denigrated, service even more so.
    - ★ Product ideas from marketing, merchandising and engineering, not sales.
    - ★ Service as mechanics, not primary source of customer listening.
    - ★ Service as routine task accomplishers, not primary marketing arm.
  - ➜ Sales and Service—the "new way"
    - ★ Sales and service teams as heros (plus their ancillary supporters)
      - ❒ dispatchers
      - ❒ reservation centers
      - ❒ distribution centers
    - ★ Execution beats brilliance.
    - ★ Overkill spending
      - ❒ on sales and service training and support tools.
      - ❒ on channel management in general.
    - ★ Relationship and profitability beats volume.
    - ★ Sales and service prime source of inputs to new product and new service development.
    - ★ Sales (relationship management) and service activities seen as a if not the, primary source for value added/differentiation over the long haul.
- ▲ International
  - ➜ International—the "old way"
    - ★ An Adjunct activity.
    - ★ Way to move past-peak U.S.-designed and manufactured products.
    - ★ "We" develop (onshore) "they" use.
    - ★ "Global brands" managed by U.S. headquarters marketers.
  - ➜ International—the "new way"
    - ★ Primary activity.
    - ★ Focus on new market creation, not just lagging follow-up use of U.S. products
    - ★ As many trends/products/services start "there" and move to "here" as vice versa.
    - ★ Extensive offshore product development, tailoring of all products.
    - ★ Mandatory overseas tours of all aspirants to the throne.
    - ★ All learn language before moving.
    - ★ Start small, earn your way in, and grow, rather than volume extension of only our onshore best.
- ▲ Innovation
  - ➜ Innovation—the "old way"
    - ★ Central (or group) R&D as driver, big projects as the norm.
    - ★ Big companies should (can) only sensibly look at big projects.
    - ★ Technology/science driven, not market/customer driven.
    - ★ Cleverness of design (in new products) more important than
      - ❒ reliability
      - ❒ maintainability
      - ❒ serviceability
    - ★ Innovation limited to new products and services in seperate component of the organization

- ➔ Innovation—the "new way"
  - ★ All activities hodbeds for innovation not just new products or services
    - ❑ Manufacturing,
    - ❑ MIS
    - ❑ Accounting
    - ❑ Personnel
  - ★ Big ends from small beginnings—must have a sizable portfolio of small starts.
  - ★ Tiny acquisitions (in new areas), even for giant companies.
  - ★ Flatter, more responsive organizations.
  - ★ Manufacturing flexibility as key innovation-spurring tool
  - ★ All functions to the field, with customers.
  - ★ Product development cycles cut by 90% or more as the norm!
  - ★ Every customer is a segment.
  - ★ Innovation with key customers/suppliers.
  - ★ Multifunction teams as opportunity creators.
  - ★ Skunkworks, divisional product development, encouragement of champions
    - ❑ at least as important as/more important than centralized R&D.
  - ★ Trust intuition, quick and dirty tests.
  - ★ Speed, speed, speed!
- ▲ People
  - ➔ People—the "old way"
    - ★ Capital more important than people.
    - ★ Scale economics win.
    - ★ No way you can beat the turnover problem, so exessive training is a waste.
    - ★ Unions are the dragging force.
    - ★ People need tight controls, close supervision.
    - ★ Money is the only motivator.
    - ★ Employee share ownership only works when stock prices are rising.
  - ➔ People—the "new way"
    - ★ Quality, service, and responsiveness—through people more than through capital.
    - ★ Participation programs, individual and team.
    - ★ Lower supervisor to nonsupervisor ratios (1 to 100 vs 1 to 10)
    - ★ and/or elimination of one or more levels of supervision.
    - ★ People involvement in all plant activities.
      - ❑ Budgeting
      - ❑ Inventory management
      - ❑ Layout and design
      - ❑ Day to day problem solving
      - ❑ Inspection (100 percent)
    - ★ Gain sharing/productivity-sharing programs; **E**mployee**S**hare**O**wn**P**rograms
    - ★ "Upskilling"; extensive training.
    - ★ Creation of "execution heros" (doers) down the line.
- ▲ Organization
  - ➔ Organization—the "old way"
    - ★ Hierarchial, staff centered.
    - ★ Officially "matrixed" to "solve" coordination needs.
    - ★ Spans of control of 1 to 10 at the lowest level the norm.
  - ➔ Organization—the "new way"
    - ★ Flat! Large Span (1 to 100 at the bottom, 1 to 20 at the top)
    - ★ Elimination of first-line supervisors and grou executives alike.
    - ★ Pruning 80 percent fo middle management and layers.
    - ★ Line dominated.
    - ★ One or more "lowest" levels of supervision replaced by "coordinators"

- ❐ elected or appointed
- ★ "Business team"/task team/small group focus.
- ★ Decentralized business units.
- ★ Limited facility size (100-250)
- ★ Value driven rather than paper controls driven.
- ★ Strategy making bottom up, decentralized.
- ★ High unit-leader spending authority.
- ★ Extremely high share of all functional staff people in operations
  - ❐ Functions
    - ✔ *Finance*
    - ✔ *Accounting*
    - ✔ *MIS personnel*
  - ❐ Operating units
    - ✔ *Factories*
    - ✔ *Operations areas*
    - ✔ *Sales branches*
    - ✔ *—not at division or group or corporate center.*
- ★ No group executive level.

▲ MIS
- ➔ MIS—the "old way"
  - ★ Centralized information control
  - ★ Central MIS fiefdom as information hoarders for the sake of "consistency"
- ➔ MIS—the "new way"
  - ★ Decentralized data processing
    - ❐ connected by local area networks
    - ❐ with access to all other data banks.
  - ★ Plus encouragement of personal computer proliferation.
  - ★ Some data base integritty, but multiple databases permitted.
  - ★ Central MIS as staff advisers for the strategic use of information
    - ❐ Direct customer
    - ❐ supplier
    - ❐ company linkage.

▲ Financial Management and Control
- ➔ Financial Management and Control—the "old way"
  - ★ Centralized.
  - ★ Staff as reviewer of all proposals, formulator of extensive guidance
  - ★ Staff as cop
- ➔ Financial Management and Control—the "new way"
  - ★ Decentralized
  - ★ Almost all finance people in the field
    - ❐ Except for
      - ✔ *Few corporate cash managers*
      - ✔ *and a tiny audit staff*
  - ★ Finance staffers as members of
    - ❐ entrepreneurial business teams and
    - ❐ intrapreneurial skunkworks
    - ❐ (below the division/SBU level)
  - ★ High spending authority at facility/business unit level.

▲ Leadership
- ➔ Leadership—the "old way"
  - ★ Detached, analytic
  - ★ Centralized strategic planning
  - ★ Dominated by central corporate and group executive staffs.
- ➔ Leadership—the "new way"
  - ★ Decentralized.
  - ★ Values set from the top, strategic development from below
  - ★ All staff functions radically decentralized
    - ❐ Planning
    - ❐ Purchasing
    - ❐ Finance
    - ❐ MIS
    - ❐ Personnel
  - ★ Value driven
  - ★ Top executive and lean staff in touch with customers and operations

★ Leader as a dramatist tone setter/ visonay

Thriving on Chaos

- ❏ Thriving on Chaos — A world turned upside down—Figure 2
  - ▲ Marketing
    - ➜ Was/Is
      - ★ Mass Markets
      - ★ Mass Advertising
      - ★ Violent battles to shift share point
      - ★ Functional integrity of marketing pros
    - ➜ Must Become
      - ★ Market creation
      - ★ Niche focus
      - ★ Innovation from being closer to markets
      - ★ Thriving on market fragmentation
      - ★ Ceaseless differentiation of any product (no matter how mature)
  - ▲ International
    - ➜ Was/Is
      - ★ "Global" brands which are managed from the U.S.
      - ★ International as an adjunct activity
      - ★ For big firms only
    - ➜ Must Become
      - ★ Focus on new market creation
      - ★ Development done offshore from the start
      - ★ Essential strategy for firms of all sizes
  - ▲ Manufacturing
    - ➜ Was/Is
      - ★ Emphasis on volume, cost, hardware, functional integrity
    - ➜ Must Become
      - ★ Primary marketing tool (source of quality, responsiveness, innovation)
      - ★ Part of product design team from the start
      - ★ Short runs
      - ★ Flexibility
      - ★ People supported by automation
  - ▲ Sales and Service
    - ➜ Was/Is
      - ★ Second-class citizens
      - ★ "Move the product" predominates
    - ➜ Must Become
      - ★ Heroes
      - ★ Relationship managers (with every customer, even in retail)
      - ★ Major source of value added
      - ★ Prime source of new product ideas
  - ▲ Innovation
    - ➜ Was/Is
      - ★ Drive by central R&D
      - ★ Big projects the norm
      - ★ Science rather than customer-driven
      - ★ Cleverness of design more important that fits and finishers
      - ★ Limited to new products
    - ➜ Must Become
      - ★ Small starts in autonomous and decentralized units the key
      - ★ Everyone's business
      - ★ Driven by desire to make small and customer-noticeable improvements
  - ▲ People
    - ➜ Was/Is
      - ★ Need tight control
      - ★ Try to specialize and diminish role
    - ➜ Must Become
      - ★ People as prime source of value added
      - ★ Can never train or involve too much
      - ★ Big financial stake in the outcome
  - ▲ Structure
    - ➜ Was/Is
      - ★ Hierarchical
      - ★ Functional integrity maintained
    - ➜ Must Become
      - ★ Flat
      - ★ Functional barriers broken

- ★ First-line supervisors give way to self-managed teams
- ★ Middle managers as facilitators rather than turf guardians
- ▲ Leadership
  - ➔ Was/Is
    - ★ Detached
    - ★ Analytic
    - ★ Centralized strategy planning
    - ★ Driven by corporate staffs
  - ➔ Must Become
    - ★ Leader as lover of change and preacher of vision and share values
    - ★ Strategy development radically bottom-up
    - ★ All staff functions support the line rather than vice versa
- ▲ Management Information Systems
  - ➔ Was/Is
    - ★ Centralized for the sake of consistency
    - ★ Internally aimed
  - ➔ Must Become
    - ★ Information use and direct customer/supplier linkups as strategic weapon managed by the line
    - ★ Decentralization of MID a must
- ▲ Financial management and control
  - ➔ Was/Is
    - ★ Centralized
    - ★ Finance staff as cop
  - ➔ Must Become
    - ★ Decentralized
    - ★ Most finance people to the field as "business team members"
    - ★ High spending authority down the line
- ❏ Thriving on Chaos — The prescriptions
  - ▲ Creating Total Customer Responsiveness
    - ➔ The Guiding Premise — C-1: Specialize/Create Niches/Differentiate
    - ➔ The Five Basic Value-Adding Strategies

- ★ C-2: Provide Top Quality, as Perceived by the Customer
- ★ C-3: Provide Superior Service/Emphasize the Intangibles
- ★ C-4: Achieve Extraordinary Responsiveness
- ★ C-5: Be an Internationalist
- ★ C-6: Create Uniqueness
- ➔ The Four Capability Building Blocks—To execute strategies C-1 through C-6, several capability building blocks are essential.
  - ★ C-7: Become Obsessed with Listening
  - ★ C-8: Turn Manufacturing into a Marketing Weapon
  - ★ C-9: Make Sales and Service Forces into Heroes
  - ★ I-1 to 1-10: Pursue Fast-Paced Innovation
- ➔ The Evolving Firm — C-10: Launch a Customer Revolution
- ▲ Pursuing Fast-Paced Innovation
  - ➔ The Guiding Premise — I-1: Invest in Applications-Oriented Small Starts
  - ➔ The Four Key Strategies
    - ★ I-2: Pursue Team Product/Service Development
    - ★ I-3: Encourage Pilots of Everything
    - ★ I-4: Practice "Creative Swiping"
    - ★ I-5: Make Word-of-Mouth Marketing Systematic
  - ➔ Management Tactics to Encourage Innovation
    - ★ I-6: Support Committed Champions
    - ★ I-7: "Model" Innovation/Practice Purposeful Impatience
    - ★ I-8: Support Fast Failures
    - ★ I-9: Set Quantitative Innovation Goals

- ➜ The New Look Firm — I-10: Create a Corporate Capacity for Innovation
- ▲ Achieving Flexibility by Empowering People
  - ➜ The Guiding Premises
    - ★ P-1: Involve Everyone in Everything
    - ★ P-2: Use Self-Managing Teams
  - ➜ The Five Supports (Add Them)
    - ★ P-3: Listen/Celebrate/Recognize
    - ★ P-4: Spend Time Lavishly on Recruiting
    - ★ P-5: Train and Retrain
    - ★ P-6: Provide Incentive Pay for Everyone
    - ★ P-7: Provide an Employment Guarantee
  - ➜ The Three Inhibitors (Take Them Away)
    - ★ P-8: Simplify/Reduce Structure
    - ★ P-9: Reconceive the Middle Manager's Role
    - ★ P-10: Eliminate Bureaucratic Rules and Humiliating Conditions
- ▲ Learning to Love Change: A New View of Leadership at All Levels
  - ➜ The Guiding Premise — L-1: Master Paradox
  - ➜ The Three Leadership Tools for Establishing Direction
    - ★ L-2: Develop an Inspiring Vision
    - ★ L-3: Manage by Example
    - ★ L-4: Practice Visible Management
  - ➜ Leading by Empowering People
    - ★ L-5: Pay Attention! (More Listening)
    - ★ L-6: Defer to the Front Line
    - ★ L-7: Delegate
    - ★ L-8: Pursue "Horizontal" Management by Bashing Bureaucracy
  - ➜ The Bottom Line: Leading as Love of Change
    - ★ L-9: Evaluate Everyone on His or Her Love of Change
    - ★ L-10: Create a Sense of Urgency
- ▲ Building Systems for a World Turned Upside Down
  - ➜ The Guiding Premise — S-1: Measure What's Important
  - ➜ Reconceiving the System Tools of Control and Empowerment
    - ★ S-2: Revamp the Chief Control Tools
    - ★ S-3: Decentralize Information, Authority, and Strategic Planning
  - ➜ Establishing Trust Via Systems
    - ★ S-4: Set Conservative Goals
    - ★ S-5: Demand Total Integration
- ❏ Thriving on Chaos — Organizational maps
  - ▲ The Inflexible, Rule-Determined, Mass Producer of the Past:
    All Persons Know Their Place.
    1. The corporate center/policy
    2. One-way functionally narrow communication via rules and procedures
    3. The praetorian guard of central corporate staffs
    4. The functionally narrow cop/middle managers
    5. A "thick," opaque barrier marks the transition form the firm to the outside world of suppliers, customers, distributors, franchisees, reps, etc.
    6. Formal "receptacles" for the scheduled collection of information from outsiders
  - ▲ The Flexible, Porous, Adaptive, Fleet-of-Foot Organization of the Future:
    1. Every person is "paid" to:
       - ★ be obstreperous, a disrespecter of formal boundaries,
       - ★ hustle and
       - ★ be fully engaged with engendering swift action and constantly improving everything.

2. The new-look corporate guidance system—a vision, philosophy, set of core values (and an out-and-about senior team)
3. Top management "wandering" across functional barriers and out to the front lines of the firm.
4. Top management "wandering" with customers
5. Middle managers routinely crossing functional barriers, "managing horizontally," without specific top-down guidance.
6. Frontline people, trained in multiple jobs, also routinely communicating across previously impenetrable functional barriers.
7. Frontline people communicating "up."
8. The "average" person, will routinely be out and about—that is, first-line people communicating directly with suppliers, customers, etc.
9. A thin, almost transparent, permeable "barrier" between the organization and the outside world.
10. Customers, supplier, etc., communicating (talking, hanging out, and participating) "in."
11. Suppliers, customers, etc., crossing functional barriers to work—and help—inside the firm.

Liberation management Necessary disorganization for the nanosecond nineties

❏ Necessary disorganization: the new exemplars
  ▲ Toward fashion, fickle, ephemeral
  ▲ EDS, the world's largest project organization in the world's zaniest industry: 72,000 smart people in bands of 10 equals $7.1 billion in revenue
  ▲ Cable News Network: Information as fashion, corporation as carnival
  ▲ ABB Asea Brown Boveri: Giant industrial company, small businesses, lean staff, big leverage through knowledge dissemination

❏ Learning to hustle
  ▲ Prologue: the quick and the dead
  ▲ Titeflex: unplug the computer, unleash the teamsters, and "just do it"
  ▲ Ingersoll-Rand: Barbecues, drag tests, medieval warriors; and slowing down to speed things up
  ▲ The Union Pacific Railroad: Decimate the middle ranks, liberate the conductors, and launch a counterattack against the truckers

❏ Information technology: more, and less, than promised
  ▲ Computer nerds, as far as the eye can see
  ▲ Information technology and organizing

❏ Beyond hierarchy
  ▲ Unglued organizations
  ▲ Projects and professional service firms
  ▲ Basic organizational building blocks
  ▲ Networks
  ▲ The quest for metaphors IV: the imagery of dynamics and connectedness
  ▲ Knowledge management structures
  ▲ The trauma of buying into "horizontal," "whole," and "learning to learn"
  ▲ Trust, respect, and the mindful organization
  ▲ Beyond Hierarchy

❏ Markets and innovation: the case for disorganization
  ▲ Prologue: Deconstructing the corporation
  ▲ The exaltation of mess, or learning to love chance
  ▲ Violent market-injection strategies
  ▲ The market's will be done: the mighty German Mittlestand
  ▲ "Marketizing's" imperatives I: Rethinking scale
  ▲ Marketizing's imperatives II: Try it! Break it! Touch it!
  ▲ Marketizing's imperatives III: Renegades and traitors, passion, arrogance
  ▲ Marketizing's imperatives IV: Loosening up
  ▲ Own up to the great paradox: success is the product of deep grooves/deep groves destroy adaptivity

❏ Fashion!
  ▲ Prologue: Terminally tasteless or Sur/Petition?
  ▲ The transformation of positively everything
  ▲ Fashion, diversity, the globe
  ▲ Glow! Tingle! Wow! (Yuck!)
  ▲ Follow the yellow brick road (to better instruction manuals)
  ▲ Building "Wow Factories"
  ▲ A special case of wow: An encompassing view of design
  ▲ "Customerizing": produced by, directed by … and starring — our customers

❏ Afterword: Liberation management
  ▲ Students
  ▲ "Workers"
  ▲ Middle managers
  ▲ Chiefs
  ▲ The commander in chief (and his 535 pals at the other end of Pennsylvania Avenue)
  ▲ The freedom to fail

Tom Peters Seminar: Crazy times call for crazy organizations

❑ Introduction
  ▲ Is it any wonder we're confused?
    ➜ Conflicting events reported in the news
  ▲ Into the Beyond(s)
    ➜ Each beyond captures a management model now in vogue
      ★ Which have utility and value
      ★ Push far past today's utility and value to look at tomorrow's
    ➜ In a sense, each "beyond" constitutes a complete model of organizing
      ★ Yet each also builds on the "beyonds" that precede it, until a comprehensive notion of organizing and managing emerges in the end
❑ The beyonds
  ▲ Beyond change — Toward the abandonment of everything
  ▲ Beyond decentralization — Disorganizing to unleash imagination
  ▲ Beyond empowerment — Turning every job into a business
  ▲ Beyond loyalty — Learning to think like an independent contractor
  ▲ Beyond disintegration — The corporation as Rolodex
  ▲ Beyond reengineering — Creating a corporate talk show
  ▲ Beyond learning — Creating the curious corporation
  ▲ Beyond TQM — Toward WOW!
  ▲ Beyond change (redux) — Toward perpetual revolution
❑ It may be crazy but it all makes sense
  ▲ So what have we done?
    ➜ We've built a model
    ➜ A rational model of tomorrow's (today's) business organization
      ★ The market-driven case for craziness
      ★ To immoderately independent modest-size sub-unit

★ Flattening the bejesus out of the organization
★ Act like an independent contractor
  ❐ Hit the books with zest
  ❐ Lifetime commitment
★ Pollocking for profits in the networked, virtual organization, the new-fangled enterprise-as-Rolodex concocted in order to bring people and little bits of organization together from hither and thither for a day, a week, a year, to take advantage of today's opening in the marketplace—that may well be closed tomorrow
★ Chief substance is knowledge
  ❐ Figure out how to find it, corral it, and leverage it
  ❐ Knowledge development schemes
★ Get rid of dullness
  ❐ The concept of curiosity
  ❐ Something as crazy, zany, sparkling, and innovative as the times demand
★ Expect quality
  ❐ Not just an absence of TGW (things gone wrong)
  ❐ This … organization that employs zany 90 percent entrepreneurs would measure its quality in terms of TGR (things gone right), expressed in units of Wow
    ✔ *Curious, flattened, atomized, networked, Pollicking*
★ Seek customers' affection, not just satisfaction. It would surprise, not just please. And it would interwine, not just listen to
★ And now what, now that we've fleshed out our model? Dotted the i's, crossed the t's? Zounds!

We do it all over again. And then again

▲ This is not the answer for all time
  ➜ Not just one strategy
  ➜ Not just one model
  ➜ Burn it down every few years