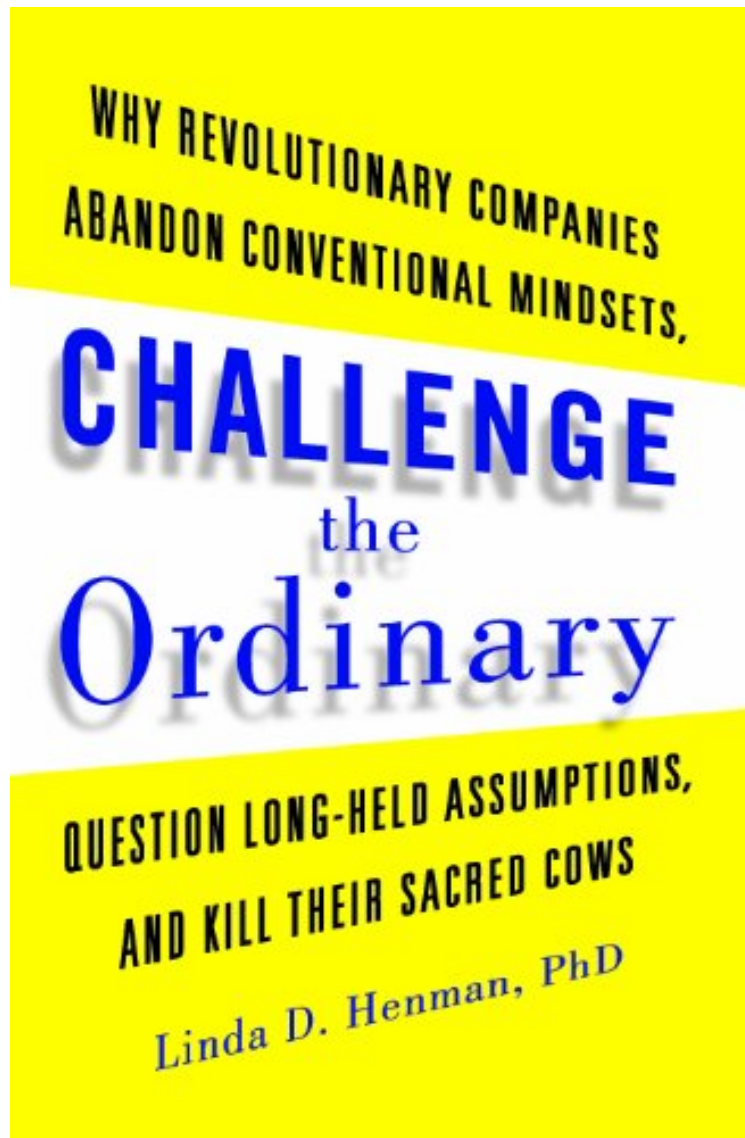


(Read ebook) Challenge the Ordinary

Challenge the Ordinary

Linda D. Henman

*ePub | *DOC | audiobook | ebooks | Download PDF*



[Download](#)

[Read Online](#)

#1969174 in eBooks 2014-05-19 2014-05-09 File Name: B00JLCUAXU | File size: 39.Mb

Linda D. Henman : Challenge the Ordinary before purchasing it in order to gauge whether or not it would be worth my time, and all praised Challenge the Ordinary:

3 of 3 people found the following review helpful. This book is far from ordinary! By Colleen[[VIDEOID:moOWBEQ0HFUWZ]]I went from skimming to read to digesting to thoroughly enjoying the extraordinary ideas Linda challenges us with in her book. Most firms will say that their products and services are differentiated but they don't realize that they have to differentiate their people, teams and culture internally in order to have an impact in their markets externally. Linda shows us how to do that by slaughtering the sacred cows and introducing new rules for developing an extraordinary corporate culture. I specifically enjoyed the chapter of "creating

constellations rather than just stars" because she shows how to build top performing teams (rather than individuals) which will lead to faster growth, longer term success and more profits. Colleen Francis, President, Engage Selling Solutions Author of *Nonstop Sales Boom: Powerful Strategies to Drive Consistent Growth Year After Year* 0 of 0 people found the following review helpful. "Yesterday's dangerous idea is today's orthodoxy and tomorrow's cliché;" -- Richard Dawkins By Robert Morris I agree with Linda Henman that, in order to thrive, indeed just to survive -- at least for a while -- organizations must not become hostage to what James O'Toole so aptly characterizes as "the ideology of comfort and the tyranny of custom." As I worked my way through Henman's narrative, I was again reminded of Marshall Goldsmith's admonition, "What got you here won't get you there." I presume to add that what got you here won't even allow you to remain here, wherever and whatever "here" may be. That's why leaders must constantly challenge their organization's status quo. That's what Richard Dawkins had in mind when making the observation that I selected to serve as the title of this review. And that's why Henman wrote this book. More specifically, to help leaders to "abandon conventional mindsets, question long-held assumptions, and kill their sacred cows." She obviously agrees with Bob Krieger: "sacred cows make the best burgers." It is no coincidence that many (if not most) of the companies Fortune magazine annually ranks among the most highly regarded and best to work for companies are also annually ranked among those that are most profitable and have the greatest cap value in the industry. They are extraordinary companies and, as often as not, created and sustained by what seem to be ordinary people. In Chapter 9, Henman advises, "Don't recruit a star; create a constellation." In one of Tom Davenport's recent books, *Judgment Calls*, he and co-author Brooke Manville offer "an antidote for the Great Man theory of decision making and organizational performance": [begin italics] organizational judgment [end italics]. That is, "the collective capacity to make good calls and wise moves when the need for them exceeds the scope of any single leader's direct control." These are among the dozens of business subjects and issues of special interest and value to me, also listed to indicate the scope of Henman's coverage.

- o *The Paradoxical Organization: Transient and Timeless* (Pages 14-16)
- o *Head in Exceptional Directions* (38-42)
- o *The Feud Between Strategy and Decision-Making* (50-55)

Note: Peter Drucker once observed, "There is surely nothing quite so useless as doing with great efficiency what should not be done at all." In the same vein, Michael Porter has observed, "The essence of strategy is choosing what not to do." o *Values: The Foundation of Your Legacy* (63-69)

- o *Indecision: The Culture Killer* (71-73)
- o *Quality: The Advantage for Outgunning the Competition* (82-88)
- o *Customer Focus: Impressing [and Convincing] the Ultimate Judge* (90-95)
- o *Agility: The Guns, Germs, and Steel of the Organization* (95-98)
- o *Ethics: Doing Well by Doing Right* (103-106)
- o *Expertise: The Raw Data of Talent* (106-109)
- o *Excellence: Consistency of Performance* (110-114)
- o *Traits of Virtuosos* (120-126)
- o *Raw Talent: Accept No Substitutes* (126-128)
- o *Beware Snakes in Suits* (131-135)
- o *Falling Stars and Snakes in Suits* (141-145)
- o *Snake or Bad Match?* (159-164)
- o *A New Model of Leadership* (173-182)
- o *The Eight Virtues of Virtuoso Teams* (194-209)
- o *Formulate a Solid Business Strategy* (214-221)

With appropriate modification, most of the information, insights, and counsel that Henman provides can be of substantial value to leaders in almost any organization, whatever its size and nature may be. For example, she suggests four traits of the exceptional organization:

1. Strategy: "Separating the Notes from the Noise"
2. Culture: "Separating the Duck from the Quack"
3. Excellence: "Separating the Ace from the Pack"
4. Talent: "Separating the Rose from the Poison Ivy [or Thorns]"

Exceptional organizations differentiate themselves from competition, of course, but also differentiate themselves from what they have done and how they have done it until now. All of the observations quoted earlier all speak to that mindset far more eloquently than I can, urging leaders to formulate strategies that guide and inform, indeed drive initiatives in a culture within which innovation is most likely to thrive. I agree with Linda Henman that non-negotiable values determine how people treat each other but there is always room for improvement in the work they do and how they do it. If your organization is not as yet extraordinary or once was but has lost its way, here is -- in my opinion -- the best single source to learn not only how to challenge the ordinary but, more to the point, to replace it with a mindset, strategies, and tactics that will achieve increasingly better performance at all levels and in all areas of the given enterprise. 0 of 0 people found the following review helpful. *Creating a virtuoso team* By Amanda Setili Linda Henman tackles how to build an exceptional organization by attracting the right star players. She then explains how to create a constellation of stars by establishing trust, accountability, collaboration, clear goals and decision processes among the team members. Henman shows us how to shepherd the talents, skills, and egos of star performers to accomplish great things by working together. This is not easy to accomplish, but it's crucial to compete effectively in today's global economy, where companies must continually respond to never-before-seen problems.

Challenge the Ordinary is an honest book about what it takes to create an exceptional organization: balancing aspirations with realities in hiring, culture management, and growth. — Daniel H. Pink, author of *To Sell is Human* and *Drive* *Challenge the Ordinary* delivers on the promise of its title. Like an experienced coach making calls that guide teams to win despite the odds, Henman shares her time-tested wisdom to help businesses succeed in challenging times. — Alexandra R. Lajoux, Chief Knowledge Officer, National Association of Corporate Directors, and author of *The Art of M A Integration* There's little room for error in today's global economy. It does not allow for mediocrity; the rules and players have changed; and ordinary simply won't work anymore. If companies

don't have the best products and services and the top people delivering them, their competition will—and they will do it all over the world. As companies expand and grow, the skills that led to their success often won't sustain further development in a more complex, high-stakes environment. Yet few resources exist to help them. They frequently flounder in their attempts to create a competitive strategy, work with the board, and keep other talented executives, managers, and employees on board, all while endeavoring to navigate the turbulent waters of leadership. They need a roadmap to success. *Challenge the Ordinary* will help managers and executives at all levels: Avoid the traps of traditional strategy formulation and decision making. Discover what a leader can do to build a culture that defines "legacy." Find out what leaders must do to attract, retain, and develop stars. Identify a clear path for organizational success.

About the Author Linda D. Henman, PhD, the author of *Landing in the Executive Chair*, works with executives and boards of Fortune 500 companies and small businesses that want to think strategically, grow dramatically, promote intelligently, and compete successfully. Her clients include Avon, Kraft Foods, Edward Jones, BlueCross/BlueShield, and Boeing. She can be reached at henmanperformancegroup.com.