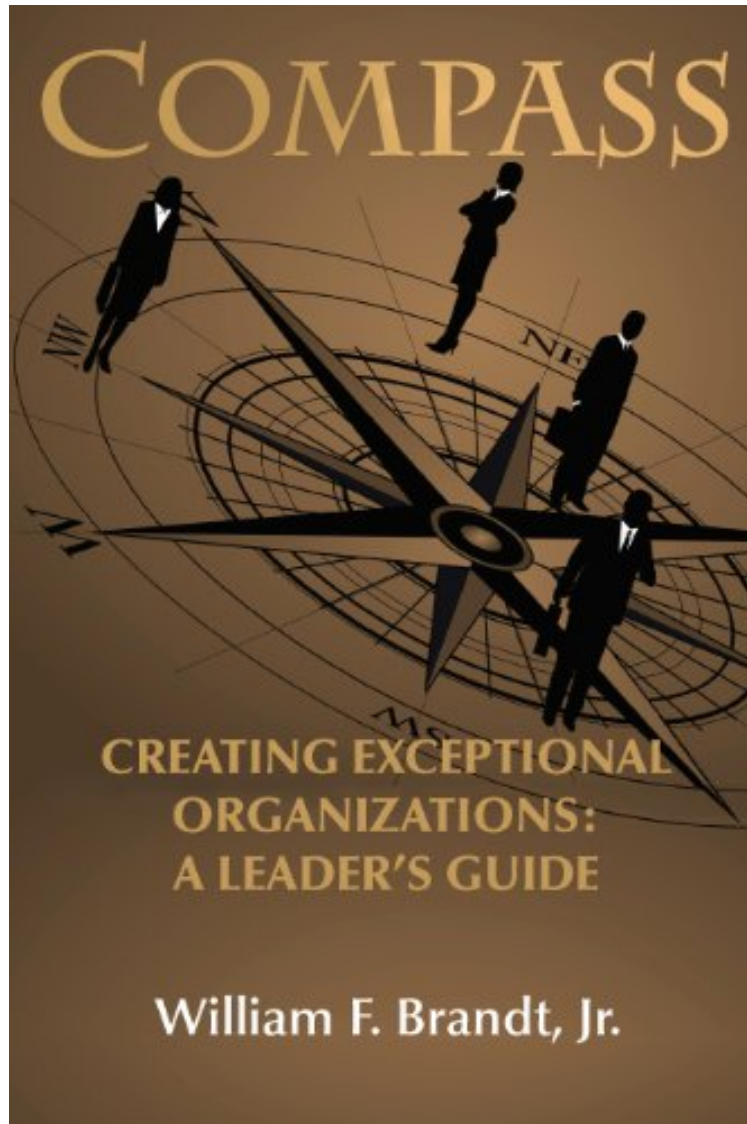


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## **Compass: Creating Exceptional Organizations: a Leader's Guide**

*William F. Brandt Jr.*

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**William F. Brandt Jr. : *Compass: Creating Exceptional Organizations: a Leader's Guide*** before purchasing it in order to gauge whether or not it would be worth my time, and all praised *Compass: Creating Exceptional Organizations: a Leader's Guide*:

4 of 4 people found the following review helpful. Good resource for Nonprofit CEOs By Lidia Soto-Harmon As a CEO in the nonprofit world I am excited to see a book that helps to clarify the importance of value-based learning in organizations. I am looking forward to implementing some of the advice in the book with the Girl Scouts of the

Nation's Capital. Thank you Mr. Brandt for giving us a good compass. 0 of 0 people found the following review helpful. Probably the best by CTranBook I've yet to read regarding organizational vision, honest and cultural change. I'm convicted to do more to be the change I believe my company needs to move from ordinary to exceptional. 0 of 0 people found the following review helpful. Compass Helps Business Leaders Create Exceptional Companies By Beth A Cobb Compass, subtitled "Creating Exceptional Organizations: A Leaders' Guide," by William F. Brandt, Jr., is a how-to guide for business leaders. It provides the principles, processes, and tools business leaders need to build what the author refers to as "Exceptional Organizations." What's more, Compass is filled with lessons that provide business leaders the education, training, and tools that are necessary to support change and progress. William F. Brandt declares right from the start of Compass that capitalism, whose premise is that "the pursuit of self-interest not only the individual but society," is a good thing. But, the author believes that capitalism "does have its limitations," and that sometimes if companies zealously pursue their own self-interests, the result can be that they may hurt their own stockholders and "disrupt the world financial markets." Brandt suggests that businesses can be very successful through both pursuing their own self-interests, while at the same time expressing their "concern for others." To this end, the author has divided Compass into five sections, each designed to provide business leaders with useful knowledge to lay the groundwork to build their companies into "Exceptional Organizations," like the one which William F. Brandt, Jr., himself, headed: American Woodmark. Brandt was the co-founder and former CEO of American Woodmark Corporation, the third largest cabinet manufacturer in the nation, whose sales have grown to over \$600 million. Brandt writes about American Woodmark Corporation in the first section of Compass, using it as a shining example of how an organization can both pursue its own self-interests but yet also help out society in general and demonstrate concern for others. Any "Exceptional Organization" must be viable — that is, they must, according to Brandt, "achieve their purposes while acting according to society's highest values." Also, they must be sustainable — they have to "remain viable over time." Thirdly, they must be valued — the companies' "owners, employees, clients, providers, and communities benefit more than [they would] with your competitors." The other sections of Compass are Essays, Lessons, An Interview, and Implementation. Each of these sections aims to further the ultimate goal that companies should have of becoming "Exceptional Organizations." The essays collected in the section Essays are "designed to challenge traditional beliefs about organizations and offers readers new perspectives." In the section titled Lessons, business leaders will gain the tools and training they need "that when applied will form a framework for creating exceptional organizations." These lessons, like the essays, are divided into four categories: "The Vision," "The Leader," "Processes and Tools," and "The Journey." The section called An Interview is "an interview with John P. Howe, III, M.D." He is the CEO of Project HOPE, "an international humanitarian aid organization." This interview, besides being very interesting and of itself, serves the purpose of showing readers of Compass that organizations other than companies can use the principles and lessons presented in Brandt's book to become exceptional and successful. Then, in the section Implementation, Brandt gets into how organizations can implement the information included in Compass. It's a step-by-step guide for deciding whether an organization should undertake a broad-based initiative to become exceptional, and if it should, how it should proceed. This section also includes the author's "closing perspective." As William F. Brandt, Jr., notes, becoming an "Exceptional Organization" doesn't happen overnight, and it doesn't come without some costs. But, Compass is an excellent guide to, like actual compasses, point companies in the right direction towards both improving their bottom lines and also towards benefiting society at the same time. Compass is a Must-Read for all business leaders who want to make their companies even more successful.

A how-to-do-it Compass for business leaders, executives and managers — for-profit and non-profit organizations, large and small. Filled with lessons that provide education, training and tools to support change and progress — it will enable you to create the type of entity you truly desire, and reduce time and costs in making your "Exceptional Organization" viable, sustainable, and valued. Filled with inspiring essays and stories designed to challenge the reader's outlook — when the techniques in this guidebook are applied to your enterprise, your members and employees will benefit by having a shared vision and understanding of current reality, along with a set of common beliefs, values, and a language for interaction at all levels. The traditional view of economic reality holds that the pursuit of "self interest" benefits not only individuals but also society. While this book acknowledges the past successes of this premise, it offers a new, more powerful paradigm — the simultaneous pursuit of both "self interest" and "concern for others." This new orientation provides a guide for behavior that reflects both the greatest aspirations of humankind and the reality of the world we live in. As a leader, you can act according to this "new paradigm" and create "Exceptional Organizations" that are "viable" (they achieve their purposes while acting according to society's highest values), "sustainable" (viable over time), and "valued" (all your owners, employees, clients, providers, and communities benefit far more than with competitors). Such Exceptional Organizations foster the personal,

professional, and moral growth of their members and are valued by society because society is among their stakeholders.

“William Brandt is one of the best business leaders in America, with one of the best strategic minds. His book shares his wisdom, experience, logic, unique insights and practical methods for growing an organization that learns, builds, and advances over time. He pulls back the curtain to true strategic thought, and shows how the organizational parts fit together in a reinforcing pattern of synergy to foster true professional development. A must read for managers from every part of the organization, especially the senior most folks.” --Robert Fritz, author, *The Path of Least Resistance for Managers* “If you are looking for solid, proven strategies to build an exceptional organization, this book is it! Author Brandt has written a how-to book that is well-grounded in experience and data. Recommended for both for-profit and non-profit sectors, CEOs and board members alike.” --Tracy Fitzsimmons, President, Shenandoah University “Brandt has developed a powerful guide for any leader preparing for the challenging, endlessly rewarding journey to develop an exceptional organization and the culture required for sustainability.” --Vance Tang, retired CEO, and Board Member, Center for Creative Leadership “An eminently practical guide for senior executives striving to create exceptional organizations. Brandt’s personal journey as a CEO gives this work the credibility to challenge conventional wisdom. As a senior business leader, he has real insight into the psychology of motivating and empowering people to achieve great things—both for themselves and their organizations.” --Peter Mooney, Partner, DeLoitte Touche Tomatsu “Bill Brandt is inspired and inspiring, as he shares a way of doing work, defined by impressive results, in the U.S. and throughout the world. Over 300 leaders in 30 countries have benefitted from his teaching.” --John P. Howe, III M.D. President, Project HOPE