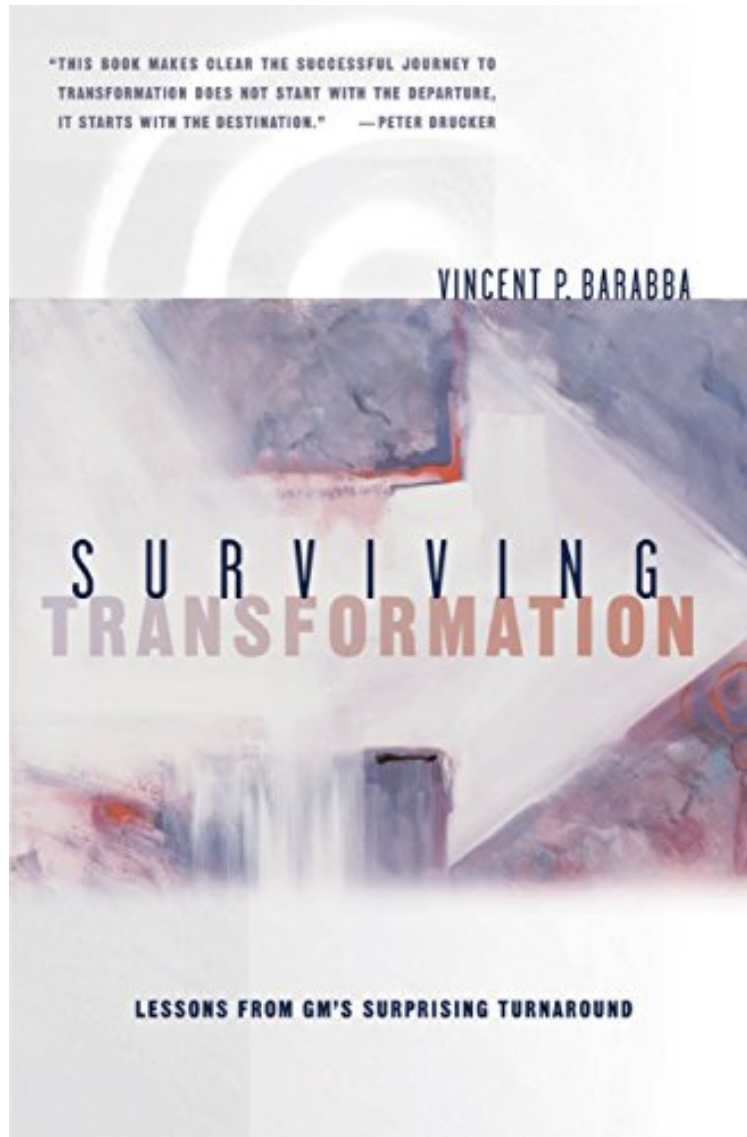


(Free) Surviving Transformation: Lessons from GM's Surprising Turnaround

Surviving Transformation: Lessons from GM's Surprising Turnaround

Vincent P. Barabba

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Vincent P. Barabba : Surviving Transformation: Lessons from GM's Surprising Turnaround before purchasing it in order to gage whether or not it would be worth my time, and all praised Surviving Transformation: Lessons from GM's Surprising Turnaround:

1 of 1 people found the following review helpful. Knowing we can create the future is key!By Steven G. BrantIf you only focus on just one thing from this book, you will get tremendous benefit. I am referring to coming to term with the core concept that the future is something your company can influence...can create for the benefit of both itself and its

customers. Taken to its maximum opportunity-generating dimension, this philosophy can lead business leaders to what is, in my humble opinion, the future of business leadership...for corporate leaders to help redesign all of society so that it adapts - in a healthy and constructive way - to the global challenges all corporations face today. 1 of 1 people found the following review helpful. Great insights into business approach

By Tonyb50I was frustrated with the business book that claimed to have THE answer however as I read them they did not fit my circumstances - ever! *Surviving Transformation* is the first book that gave me a toolkit to understand and apply to many business challenges. The great insight provided by Mr. Barabba is that multiple business models not only can but most likely should exist within one company. Rather than presenting one answer for success in the future, I got an understanding of three types of businesses that must be mixed according to a market and company's characteristics. There are ample great examples to help you understand the drivers behind each model. I think it is also great that Mr. Barabba uses General Motors as his test bed. I always thought of GM as stodgy and lagging the "high tech" companies as far as business approaches. I now understand that GM's business approach is highly sophisticated and actually a better model for most companies facing increasing market challenges. Also, I really enjoyed the discussion on the "zone of discomfort" where a business must face the reality of being a leader in an underperforming or declining industry. I have been in many of those meetings and I now have some perspective on the solution. I would highly recommend *Surviving Transformation* to expand your awareness of the variables to consider when formulating your business strategy. 1 of 1 people found the following review helpful. On *Transformation*

By Janet WhiteFormer GM executive Vince Barabba's latest book provides a fascinating example of organizational transformation - namely, GM's turnaround between 1992 and 2003 - and identifies strategic business designs that can benefit any enterprise's strategy development process. The story is an interesting one, indeed, but even more interesting is the mindset behind the example - that is, the systems thinking approach to creative problem-solving, which can apply to organizations and individuals alike. Acknowledging the pioneering contributions of avant-garde thinkers Peter Drucker and Russell Ackoff, Barabba shares his personal transformation from business school model-builder to creative visionary. Among the systems thinking principles discussed are respect for the complex nature of problems; management of the whole rather than the parts; flexibility regarding change; and knowledge acquisition through experience, especially through mistakes. For Barabba, the learning process is as important as the outcome, and enterprises facing difficult times are better poised to see opportunities in changing the way things are done. By combining imagination and market knowledge, Barabba's experiences can benefit us all.

How did a major corporation manage to turn itself around while Wall Street and others continued to predict its slow death? The answer may surprise you, and it provides a model for corporate transformation for any company or government agency operating in a world of accelerating change. The company is General Motors, and this book tells how it was able to change the way important decisions were made, leading to resurgence in business across its many product lines. At the beginning of the 1990s, GM was perceived by nearly everyone as falling behind its competitors at an alarming rate. By the beginning of the twenty-first century, though, the company had come storming back with successful new automobiles and new business concepts that captured new markets, while simultaneously holding on to many of its existing customers. What GM did is not just the story of a single automaker, but rather a compelling insight into an approach for any business organization that is faced with the need for a true transformation. As many companies have discovered, efforts at transformation too often fail. GM's successful transformation illustrates the importance of management's ability to change its mindset and make the tough decisions that revitalize business with bold new products and business concepts. At the heart of successful transformation is the imagination, courage and leadership required to visualize the kind of company an organization wants to become and then work toward that goal. With the destination set and understood by those who will need to implement the changes, decision-makers find it less difficult to overcome impediments to achieving their goal while finding creative ways of doing what may seem impossible. The lessons from GM's turnaround can help any business organization change and keep pace with today's turbulent marketplace.

"This book makes clear the successful journey to transformation does not start with the departure, it starts with the destination." --Peter Drucker

"*Surviving Transformation* is an excellent study of the real issues associated with transforming organizations. Standing on the shoulders of his mentors-Russ Ackoff and Peter Drucker-Barabba takes us to new heights in understanding how to successfully lead business transformation. *Surviving Transformation* elegantly weaves theory with the practical examples of GM's successful transformation as it prepared to compete in the 21st century." --J. Bruce Harreld, Senior Vice President of Strategy, IBM

"Barabba provides an in-depth examination of General Motors's transformation under challenging conditions, but the lessons are universal and will be recognized by every business executive competing in today's global markets." --Gary Bridge, Vice President, Internet Business Solutions Group, Cisco

"Vince Barabba's masterful book destroys the facile distinction 'academic vs. practitioner.' He is more theoretical and reflective than most academics, and more practical and thoughtful than most practitioners. *Surviving Transformation* is the best blend of theory and practice that I have encountered. It should be read by every

business manager and executive. It might just revolutionize the concept of management." --Ian Mitroff, Harold Quinton Distinguished Professor of Business Policy, Marshall School of Business, University of Southern California "I saw GM from 30,000 feet, and never understood enough about what was happening under the hood. Surviving Transformation explains for me how it came back from the brink. It was not easy to turn a battleship in a narrow stream of molasses." --Ira M. Millstein, Senior Partner, Weil, Gotshal Manges LLP Corporate Governance "This book is about transformation. It tackles transformation from a unique angle. It is not about restructuring and performance evaluation or training programs: it demonstrates that by changing selectively how we do business-by changing our interactions with customers, by changing the way we formulate problems internally, and by changing the ways we imagine a future-we can make a difference."--C.K. Prahalad, Foreword to Surviving Transformation