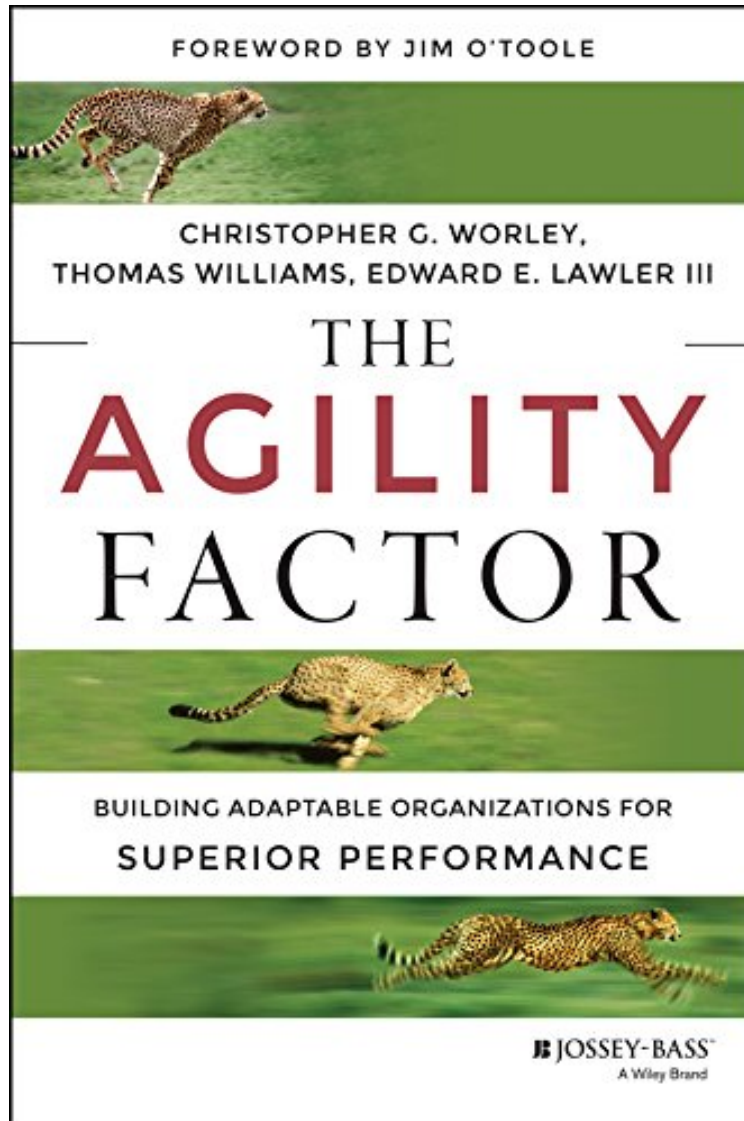


(Mobile book) The Agility Factor: Building Adaptable Organizations for Superior Performance

The Agility Factor: Building Adaptable Organizations for Superior Performance

Christopher G. Worley, Thomas D. Williams, Edward E. Lawler
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Christopher G. Worley, Thomas D. Williams, Edward E. Lawler : The Agility Factor: Building Adaptable Organizations for Superior Performance before purchasing it in order to gage whether or not it would be worth my time, and all praised The Agility Factor: Building Adaptable Organizations for Superior Performance:

2 of 2 people found the following review helpful. Achieving Longterm Corporate ProfitabilityBy Patricia Ann RenwickI highly recommend this book to anyone interested in organizational performance. It brings theory, research and practice together in an interesting and insightful way. The corporate cases are well written and provide valuable

knowledge into how organizations can become more agile. The authors undertook a careful 30 year analysis of corporate profitability that demonstrates why the highest profits often are not always the best profits. All too often they are achieved in ways that destroy corporate agility and ultimately profitability. The authors do a first rate job of explaining how organizations can combine high levels of agility and profitability to maximize organizational performance. Overall I found "The Agility Factor: Building Adaptable Organizations for Superior Performance" to be a very engaging and insightful analysis of corporate performance. It is the best book on the subject that I have read in years. I will never think about how organizations should be designed and managed in the same way again. 0 of 0 people found the following review helpful. Five Stars By Sandy Gibson Great book! 0 of 0 people found the following review helpful. Fresh and rigorous By David Creelman First, it's nice to see the empirical research and the care that went into determining which firms really were high performing; the fact that this list doesn't match the one Jim Collins used for Good to Great raises the debate a notch. Of all the ideas the one that most grabbed me was "test and implement" which sounds straightforward, but the dominant practice with most groups of people (including businesses) is to argue "that'll never work" rather than "let's try something and learn from the test." It's easy to read without being facile and short enough that it won't bog you down.

A research-based approach to achieving long-term profitability in business What does it take to guarantee success and profitability over time? Authors Christopher G. Worley, a senior research scientist, Thomas D. Williams, an executive advisor, and Edward E. Lawler III, one of the country's leading management experts, set out to find the answer. In *The Agility Factor: Building Adaptable Organizations for Superior Performance* the authors reveal the factors that drive long-term profitability based on the practices of successful companies that have consistently outperformed their peers. Of the 234 large companies across 18 industries that were studied, there were few companies that delivered sustained performance across the board. The authors found that across industries, the most successful companies were not the "usual suspects" found in the media, but companies who possessed a quiet agility that allowed them to quickly perceive and respond to changes so that they could continue to grow. Agility gives organizations the ability to adapt to fluctuations in the environment, test possible responses, and implement changes quickly. This book offers specific, research-based case studies to help organizational leaders use agility to achieve sustained profitability and performance while also becoming more adaptable to a changing marketplace. For executives, leaders, consultants, board members and all those responsible for the long-term health of organizations, this insightful guide outlines: The components of agility for business organizations How to successfully build agility within an organization How agility has its foundation in good management practices How to use agility to gain a competitive advantage in the marketplace

From the Inside Flap Since 1980, there have been tremendous changes in the competitive environment in every industry, and every indicator suggests that the pace of change is increasing. Recent research suggests that the expected life of a new American company is about six years. How can organizations beat the odds, survive, and sustain long-term growth and profitability? In *The Agility Factor*, Christopher G. Worley, Thomas Williams, and Edward E. Lawler III reveal the key factors that drive sustained profitability based on the practices of companies that have regularly outperformed their competitors. Drawing on research from large companies across a variety of industries, the authors explain that the most successful companies are not the typical organizations lauded by the media, but companies that possess a quiet agility which allows them to internalize the outside forces of variation, selection, and retention, and put these forces to productive use. Agility gives an organization the ability to develop and pursue options that it would not otherwise have. It is a dynamic capability that allows companies to make timely, effective, and sustained responses to environmental change. Agility is more than simply good management and more than a single set of capabilities. It provides a way to perceive environmental threats and opportunities, test possible responses, and implement change quickly over long periods of time. Agility is a very advanced organizational capability that relies on a system of routines, enlightened management, and sophisticated human resource processes. Filled with illustrative, research-based case studies, *The Agility Factor* gives leaders the information they need to put in place a strategic framework of agility within their organizations. For executives, consultants, board members, and all those responsible for the long-term health of organizations, agility creates opportunities to give their companies a performance edge. From the Back Cover PRAISE FOR THE AGILITY FACTOR "This is a breakthrough book. The authors have linked together long-term financial performance with strategy and organizational capabilities in a unique but very solidly supported way. The idea of organizational agility and the four components of agility provide a sophisticated but very pragmatic and actionable approach. They carefully smash some of the myths and fads of management that have been around for years. Rarely have I seen a book that brings research, theory, and practice together in such an interesting and meaningful way. CEOs and senior managers will need to read this book." — David A. Nadler, Nadler Advisory Services; retired Vice Chairman, Marsh McLennan Companies "The Agility Factor demonstrates the critical difference between strategy and agility. Strategy is taking confident action based on assumptions about key factors that are nearly impossible for mere mortals to predict. Agility begins with the

assumption that, as mere mortals, we cannot often make confident predictions about key factors and therefore must act accordingly. Agility is strategy, without the ego. — Ian Ziskin, President, EXec EXcel Group LLC; former CHRO, Northrop Grumman Corporation

To thrive over the long haul, companies must adapt to market disruptions. No capability delivers value forever. The Agility Factor delivers the next step in the execution of strategy, and is a practical way to change reliably and efficiently and stay ahead of the curve. — Eric Spiegel, President and CEO, Siemens Corporation

Agility is the lifeblood of today's organizational success stories. Leading researchers and guides Worley, Williams, and Lawler aptly illustrate both the need and the journey we all strive to follow. Tomorrow's winners will heed these lessons. — Paul S. Viviano, Chief Executive Officer, UCSD Health System; Associate Vice Chancellor, UCSD Health Sciences

Worley, Williams, and Lawler have answered the question of how to set up organizations to pivot, adapt, and flex; their way to success. Driven by compelling research, grounded in clear frameworks and presented with practical application, this is a must-read for CEOs and the organization development consultants that advise them. — Elaine Mason, former VP, Planning and Education, Viacom/MTV Networks

About the Author Christopher G. Worley is Senior Research Scientist at the University of Southern California's Center for Effective Organizations. He is also professor of management at Pepperdine University's Graziadio School of Business and Management. Thomas Williams is a Senior Executive Advisor at Strategy (formerly Booz Company) where he consults to large global companies on issues of strategy, organization, and management systems. Edward E. Lawler III is Director of the Center for Effective Organizations at the University of Southern California and Distinguished Professor of Management and Organization in the USC Marshall School of Business.