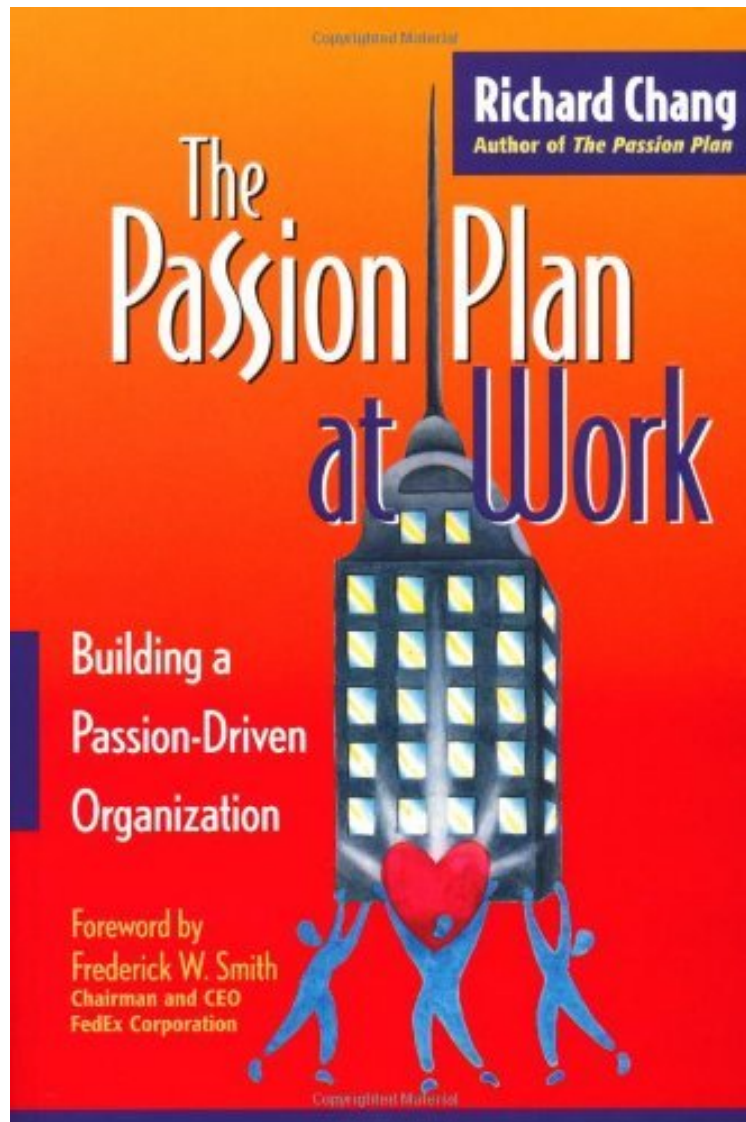


[FREE] The Passion Plan at Work: Building a Passion-Driven Organization

## The Passion Plan at Work: Building a Passion-Driven Organization

*Richard Y. Chang*

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**Richard Y. Chang : The Passion Plan at Work: Building a Passion-Driven Organization** before purchasing it in order to gage whether or not it would be worth my time, and all praised The Passion Plan at Work: Building a Passion-Driven Organization:

0 of 0 people found the following review helpful. The Purpose of PassionBy Dennis DeWildeThere are no companies; only people - people who run them and people who purchase their goods and services - and people need inspiration, a sense of purpose; they need passion. Among other things, passion creates energy, fosters creativity, inspires action and attracts customers - it provides critical edge (competitive advantage). And, in this follow-on book to his "The Passion

Plan: A Step-by-Step Guide to Discovering, Developing, and Living Your Passion", Richard Chang presents his 7-step model for bringing that inspiration, that passion, to an organization. You Start with the Heart, a 'Feeling' exercise: 1. Step one looks for sources of passion and involves listing situations that thrilled or enthralled the top executives, and it asks for an assessment of why passion-deficit symptoms exist. 2. Step two develops a passion profile by looking at; leaders' personal passions, leaders' shared passions, associate and customer passions, historical passions, core competencies, and future opportunities. Integration of these reveals the organization's Core Passions. Then you move to the Thinking phase: 3. Clarifying Purpose to channel the discovered core passions is step three. Why does the organization exist? How can the core passions help achieve this purpose? What are the profits of these passion pursuits? These are the questions to be answered in this step. 4. Step four creates an Action Plan; defining the scope, intensity and pace of change necessary to release the core passions. Next comes the Acting part: 5. In this Perform with Passion step, leaders are urged to 'investigate' ways the newly released passions have succeeded (and failed), 'communicate' with stakeholders, and 'assess' progress; recognize the need to create a passion-inspiring environment via passion-driven policies, practices, and possibly realign around the core passions. 6. Although passion by its nature will be contagious, step six is a Spread Excitement movement by nurturing peoples' passion, integrating passion into the reward structure and finding the passion gaps. 7. In the final step, Staying the Passion Course, an organization must fight complacency and fuel the fire. This will involve confronting challenges, recovering from mistakes, and seeking opportunities to expand passion. There it is - the seven-step model, illustrated in the book through stories of twelve organizations that, according to Chang, have successfully captured the passion and realized the benefits. The book is well written and a very easy read; but beyond the model is the real work of moving passion from leadership workshops and plans into the living performance vision of the organization via a connection to the individuals (staff) who must make it their own to make it happen for the business. While I fully agree with Chang's assertions about the importance of passion (an important source of a person's internal energy), finding it individually and moving it into business processes goes beyond the depth of this book. Dennis DeWilde, author of "The Performance Connection" 17 of 17 people found the following review helpful. How "Passion-Driven" Is Your Organization? By Robert Morris In the Foreword, Frederick W. Smith (chairman and CEO of FedEx) suggests that "Successful leaders of the future will have to tap into the tremendous potential passion offers them. In fact, despite the advances in both physical networks and information networks, that drive the high-tech and high-speed New Economy, successful leaders must invest in a third and vital network -- a passionate people network that sparks the ideas and innovation for lasting success." In his previous work (The Passion Plan), Chang offers a step-by-step process by which an individual can discover, develop, and live the passion to which Smith refers. In this volume, Chang shifts his attention to what Smith characterizes as a "passionate people network", explaining how each and every person involved in an organization "has the potential to strengthen and improve performance. And when passion is involved the possibility that the changes will spread increases exponentially." Human history is filled with countless examples of passionate people who inspired others to join them in achieving seemingly impossible goals. In today's business world, according to Collins and Porras In Built to Last, they could be called Big Hairy Audacious Goals (BHAGs). Point is, without a passionate commitment by those involved, achieving lasting and significant change is highly unlikely. Chang organizes his material within ten chapters whose titles correctly indicate the step-by-step process: Why Passion Works in Organizations: A Timely Source for Timely Change Putting the Passion Plan to Work: A Model for Organizational Success Step One: Start from the Heart -- Passion as the Foundation of the Organization's Success Step Two: Discover Core Passions -- Uncovering the Forces That Will Drive the Organization's Success Step Three: Clarify Purpose -- Channeling the Organization's Passion Toward a Specific Goal Step Four: Define Actions -- Planning for Passion-Inspired Change and Growth Step Five: Perform with Passion -- Translating Passion into Performance in the Workplace and Marketplace Step Six: Spread Excitement -- Sparking Commitment and Enthusiasm in Employees, Partners, and Customers Step Seven: Stay the Course -- Keeping the Organization Centered on Passion Realizing Profit: Moving on to Bigger and Better Things Chang then includes an excellent resource, "Profiled Organizations", which consists of Web sites of various "superior organizations" which range from Ben Jerry's to Wainwright Industries. I rate this book so highly because its coverage of material is eloquent, practical, comprehensive, and cohesive. It remains for each organization (regardless of its size or nature) to select, combine, modify, and then apply Chang's key ideas. Those who share my admiration of this book are urged to check out the aforementioned Built to Last as well as Real Change Leaders (Katzenbach and the RCL Team) and The Irresistible Growth Enterprise (Mitchell, Coles Kahn). Chang invites feedback from his readers which can be directed to [...]

In his best-selling book, The Passion Plan, Richard Chang showed individuals how to discover their passion and turn it into personal and professional fulfillment. Now, in The Passion Plan at Work he shows how to bring passion into the workplace--and turn good companies into great ones. Adapting his seven-step model for individuals to an organizational perspective, Chang explains how passion can provide direction and improve performance at all levels of a company. Carefully leading readers through his do-it-yourself process, Chang provides specific guidelines for creating an action plan that galvanizes an organization around passion. Along the way he provides practical tools--

questionnaires, worksheets, and checklists--to help assess an organization's Passion Profile and make passion a big part of your company's ongoing success.

From Publishers Weekly "Passion is the single most powerful competitive advantage an organization can claim in building its success," argues veteran leadership consultant Richard Chang in *The Passion Plan at Work: Building a Passion-Driven Organization*. Stressing that passion is a motivator and a unifier, that it provides direction and focus and attracts both employees and customers, he suggests that when a company has the skill and resources it needs to succeed, passion can put it over the top. With a foreword by FedEx CEO Fred Smith, this sequel to Chang's relationship guide (*The Passion Plan*) outlines the seven-part plan business leaders need to implement to realize "the capital P" in "Profits." Copyright 2001 Cahners Business Information, Inc. From Booklist Chang is the author of *The Passion Plan: A Step-by-Step Guide to Discovering, Developing, and Living Your Passion* (2000). He also heads his own "performance improvement consulting, training, and publishing firm," and he has written other books on benchmarking, measuring organizational and team improvement, meeting planning, and problem solving. In *The Passion Plan*, Chang laid down seven steps for unlocking the passion that he says is already "a part of [everyone]" to have a more meaningful life. Chang now suggests that what works for the individual can be applied to organizations, as he adapts the same seven steps for the workplace. Using passionate organizations such as MindSpring, Southwest Airlines, and Ben and Jerry's as examples to demonstrate what passion is, he describes the benefits of organizational passion. Afterwards he examines "how organizations lose sight of passion." Using the same format he used in his preliminary guide, Chang thoroughly explains each of his steps in detail and provides worksheets for organizational assessment and evaluation. David Rouse Copyright copy; American Library Association. All rights reserved *The Passion Plan at Work* gets down to the essentials of what it takes to succeed in today's business world. Richard Chang's philosophies are such a wonderful inspiration both in and out of the workplace! (Ken Blanchard, coauthor of *The One Minute Manager* and *Gung Ho!*) As human beings, we are significantly more influenced by the feelings and emotions of our heart than we realize (or are willing to admit). Ironically, it is through embracing these powerful passions within that we can ultimately unleash our true potential as individuals and as organizations. Richard Chang's *The Passion Plan at Work* superbly teaches this principle. (Stephen R. Covey, author of the No. 1 best-seller, *The 7-Habits of Highly Effective People*) Richard Chang does it again! He takes a critical and hard-to-define concept and makes it understandable and doable! All who wish to motivate and keep the talent on their teams should read this book. (Beverly Kaye, president, Career Systems International, coauthor, *Love Em or Lose Em: Getting Good People to Stay*) *The Passion Plan at Work* is the fuel for quality. Richard Chang proves it can be learned. A must-read book for serious organizations in the pursuit of quality and excellence. (Horst H. Schulze, president and chief operating officer, The Ritz-Carlton Hotel Company, L.L.C.) Passion transforms our life's work from a job into a worthy pursuit that truly makes a difference. With advice that is both inspirational and practical, *The Passion Plan at Work* shows how to lead this kind of transformation through a whole organization. (Ralph W. Shrader, chairman and chief executive officer, Booz-Allen Hamilton, Inc.)