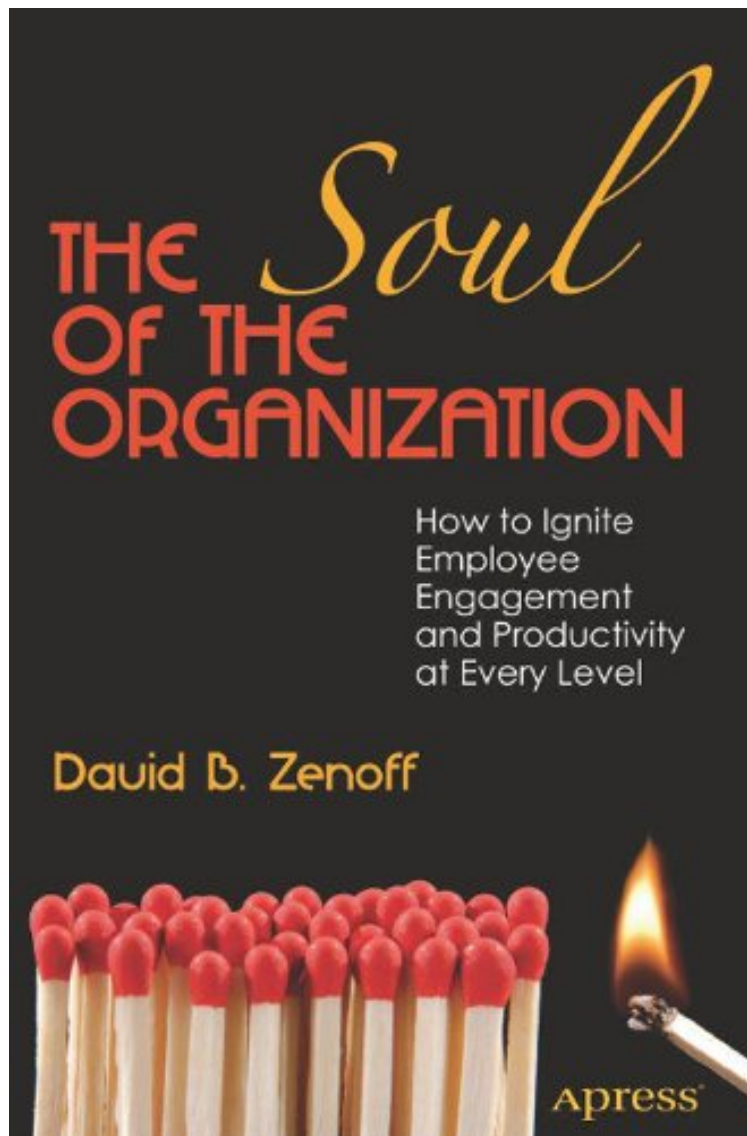


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## The Soul of the Organization: How to Ignite Employee Engagement and Productivity at Every Level

David B. Zenoff

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**David B. Zenoff : The Soul of the Organization: How to Ignite Employee Engagement and Productivity at Every Level** before purchasing it in order to gage whether or not it would be worth my time, and all praised The Soul of the Organization: How to Ignite Employee Engagement and Productivity at Every Level:

0 of 0 people found the following review helpful. Finding and Reviving Your Organization's SoulBy Dale BlocherI

was intrigued by the premise of this book - that employee engagement can be connected back to the concept of an organization's "soul." Engaged employees stay at companies because of what they GIVE; the disengaged stay because of what they GET. But the real challenge, if your organization has low employee engagement, is figuring out what to do about it. Perhaps this "soul" can be nurtured? Dr. Zenoff describes strong organizational souls as 'having special ingredients that touch the emotions of their employees and compellingly engage them' and that these ingredients go beyond just having a vision, mission and values. He then goes on to cover 5 key traits of strong souls and provide 10 or so case examples that help illuminate the concepts. The cases are diverse lot, most well-known but some obscure, both corporate and non-profit. For me, the main attraction was the chapter on 'Finding, Reviving and Recreating Lost Souls.' Here he provides a 3-step method to discover, articulate and embed the 5 key traits into an organization. It goes a step beyond refining vision/mission/values in a strategic planning process. I could see this section being expanded in a future edition to include more case studies that illustrate the how-to of implementation, e.g. leadership requirements, methods, possible pitfalls etc. Overall I liked this book a lot and found it to be thought provoking. It's a quick read, and another helpful tool to assist organizations.

1 of 1 people found the following review helpful. From A to Z By Avie David's book... "The Soul of the Organization" should be required reading for the CEO of every major corporation around the world. The book is an easy read, and I am convinced that if the content of David's book would have been taken to heart, there would have been considerably less fraud, corruption, and dishonesty in today's business environment. Too many companies have lost their "moral compass", and I fear that we may never return to the days when corporations have "a soul", compassion, integrity and respect for their employees and fellow citizens. Would the companies paying billions of dollars in fines to our government for crimes that they "neither admit or deny" their guilt, have done any different, had they read David's book... I sincerely hope so. It might have made a huge difference.

1 of 1 people found the following review helpful. A very well researched and thoughtfully produced book By Paul Gebhard Drawing on forty years of professional experience Dr Zenoff explains what he considers are the key ingredients to develop and nurture the souls of corporate organisations and interestingly their religious and educational non profit counter parts. Whilst the case studies are of US based organisations some have wide ranging influence in many other countries. The book is easy to read and is of equal value to professionals and the general public. It sets down life codes that enable organisations to be successful in their endeavours whilst motivating all ranks to fully participate, contribute and enjoy their work. It is a useful reference book for leaders in all walks of life and will be a useful addition to school and college libraries. Highly recommended

Given the opportunity to describe Apple as a company in just a word or two, most would respond with adjectives like: Innovative. Design-conscious. Iconic. Some would probably even say: Secretive. But here's another: Soulful. Yes, Apple has a soul, and it is not alone in that respect. A select few organizations can similarly be said to exhibit similar qualities of soul; that inspire passion in their employees and set them on the path to high levels of sustained organizational performance. But, given that most organizations are plagued by low levels of employee engagement and lackluster organizational performance, how do high-performing organizations do it? How do they ignite and sustain employee engagement and boost individual and overall organizational productivity? That is exactly the question that organizational expert David B. Zenoff sets out to answer in *The Soul of the Organization*.

About the Author David B. Zenoff advises CEOs, senior executives, and Boards of Directors on organizational renewal, leadership and general management practices, Board-CEO relationships, top executive team functioning, implementing important organizational change, and strategy formulation. During the past 43 years, he has consulted in more than 31 countries for more than 90 organizations, ranging from large, complex, multinational companies to young startups operating in many different industries. His clients have also included not-for-profit organizations working in several different domains. He has also worked in various advisory and board capacities for public and private companies and not-for-profit organizations. In most instances, Zenoff's assistance is requested when organizational leaders are challenged by important changes and transitions and/or low levels of employee engagement and overall organizational performance. Earlier in his career, Zenoff taught at the Stanford Graduate School of Business, Columbia Graduate School of Business, and IMEDE (now IMD) in Switzerland. He was also a Harvard Business School research assistant in the Philippines. He holds a B.A. degree from Stanford University and M.B.A. and D.B.A. degrees from Harvard Business School.