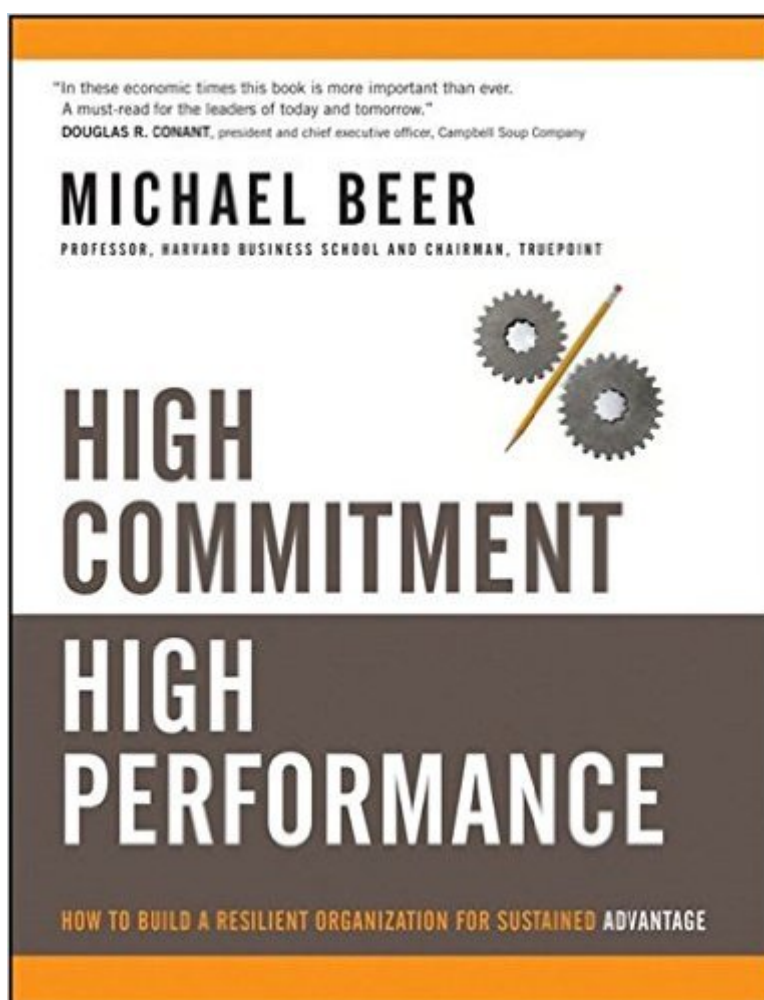


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High Commitment High Performance: How To Build A Resilient Organization For Sustained Advantage



Synopsis

"In these economic times this book is more important than ever. A must-read for the leaders of today and tomorrow." Douglas R. Conant, president and chief executive officer, Campbell Soup Company Praise for High Commitment, High Performance "It is seldom that I read a book about leadership and get excited; this one did that to me. The author has found values and aspects of leadership that have worked well for long term execution of strategies. For Boards and CEOs, this is a great book." â Leif Johansson, president and chief executive officer, Volvo Group "Resilience promises to be the distinguishing characteristic of companies that will prosper from the current economic crisis. Mike Beer's new book is a compelling manual for success in this new economy." â Ravi Venkatesan, chairman, Microsoft India "A must read for leaders who want to develop an edge by building a resilient organization for competitive advantage. Beer's views and recommendations are based on extensive research." â Ram Charan, Ram Charan Associates and co-author of the bestselling book, Execution: The Discipline of Getting Things Done "With decades of teaching and research and close engagement with companies, Michael Beer has written a book that not only makes the case for building a high commitment organization, but also provides practical advice for doing it." â Jeffrey Pfeffer, professor, Stanford Business School and author, The Human Equation: Building Profits by Putting People First "Beer brings a multi-disciplinary perspective from his extensive experience in industry and academia to reveal how leaders of HCHP organizations break through internal barriers and manage multiple tensions in their quest for sustainable value-creation." â Robert Kaplan, professor, Harvard Business School and co-author, The Execution Premium and The Balanced Score Card "Mike Beer brings his wealth of research and experience to provide fresh insights to the enduring question of what makes companies succeed over the long run. I have utilized many of the principles successfully and recommend them to any corporate leader committed to building an outstanding organization." â Ed Ludwig, chairman and chief executive officer, Becton Dickinson

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Customer Reviews

Now more than ever before, individuals as well as organizations must be resilient so that they can adapt effectively to changes, especially to those that occur unexpectedly. Achieving a competitive advantage is nowhere near as difficult as sustaining one. Therein is a paradox that serves as the title of Marshall Goldsmith's book: what got you here won't get you there. Even more ominous, what got you here won't keep you here. Hence the appropriateness of the subtitle selected for Beer's book. What he shares is an abundance of observations, questions, issues, suggestions, and recommendations that are anchored in more than 40 years of real-world experience. In the Introduction, he refers to his quest to study and build high commitment, high performance (HCHP) organizations. What he provides is what he has learned about what works, what doesn't, and the reasons why. Written in collaboration with Russell Eisenstat and Nathaniel Foote, this volume provides a number of different perspectives and knowledge concerning several key disciplines that include strategic management, organization design, human resource management, culture and organization development, enterprise learning, and change initiatives. "Employing these diverse perspectives, I propose three paradoxical organizational outcomes needed to achieve sustained high performance [i.e. performance alignment, psychological alignment, and the capacity for learning and change], articulate five management levers for designing an organization to achieve these outcomes [i.e. leadership at all levels and in all areas, an effective learning and governance system, a strategic performance management system, an organizing system, and an HR system], and present a framework for change and its transformation.

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