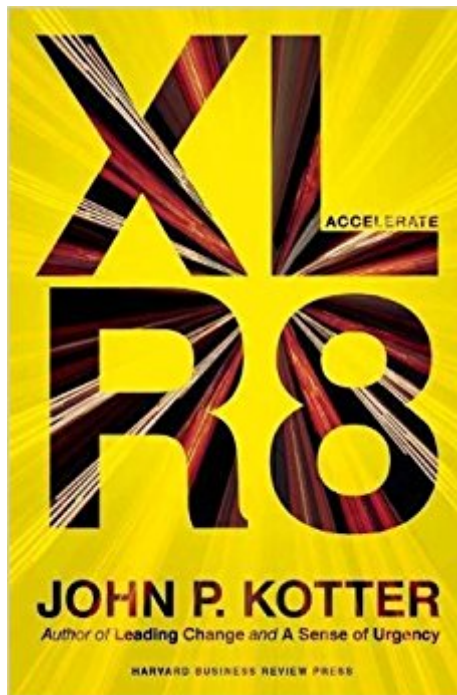


The book was found

Accelerate: Building Strategic Agility For A Faster-Moving World



Synopsis

Based on the award-winning article in Harvard Business Review, from global leadership expert John Kotter. It's a familiar scene in organizations today: a new competitive threat or a big opportunity emerges. You quickly create a strategic initiative in response and appoint your best people to make change happen. And it does—but not fast enough. Or effectively enough. Real value gets lost and, ultimately, things drift back to the default status. Why is this scenario so frequently repeated in industries and organizations across the world? In the groundbreaking new book *Accelerate (XLR8)*, leadership and change management expert, and best-selling author, John Kotter provides a fascinating answer—and a powerful new framework for competing and winning in a world of constant turbulence and disruption. Kotter explains how traditional organizational hierarchies evolved to meet the daily demands of running an enterprise. For most companies, the hierarchy is the singular operating system at the heart of the firm. But the reality is, this system simply is not built for an environment where change has become the norm. Kotter advocates a new system—a second, more agile, network-like structure that operates in concert with the hierarchy to create what he calls a “dual operating system”—one that allows companies to capitalize on rapid-fire strategic challenges and still make their numbers. *Accelerate (XLR8)* vividly illustrates the five core principles underlying the new network system, the eight Accelerators that drive it, and how leaders must create urgency in others through role modeling. And perhaps most crucial, the book reveals how the best companies focus and align their people's energy and urgency around what Kotter calls the big opportunity. If you're a pioneer, a leader who knows that bold change is necessary to survive and thrive in an ever-changing world, this book will help you accelerate into a better, more profitable future.

Book Information

Hardcover: 224 pages

Publisher: Harvard Business Review Press; 1 edition (April 8, 2014)

Language: English

ISBN-10: 1625271743

ISBN-13: 978-1625271747

Product Dimensions: 1 x 6 x 8.5 inches

Shipping Weight: 10.6 ounces (View shipping rates and policies)

Average Customer Review: 3.9 out of 5 stars 65 customer reviews

Best Sellers Rank: #44,158 in Books (See Top 100 in Books) #77 in Books > Business & Money

> Management & Leadership > Strategy & Competition #90 inÂ Books > Business & Money > Processes & Infrastructure > Organizational Learning #193 inÂ Books > Business & Money > Processes & Infrastructure > Strategic Planning

Customer Reviews

• A Top Shelf Best Business Book pick of the Year: Strategy • strategy+business magazine • One of the Best Leadership Books of the Year • Inc.

John P. Kotter is the Konosuke Matsushita Professor of Leadership, Emeritus, at Harvard Business School, and is widely regarded as the world's foremost authority on leadership and change. In recent years Kotter and his firm, Kotter International, have helped numerous organizations, both public and private, build dual operating systems to drive growth and accelerate strategy. He predicts that such systems are the key to sustained success in the twenty-first century for shareholders, customers, employees, and organizations across all industries and sectors. For more information visit kotterinternational.com/accelerate.

The book is a well-argued case for the need for strategic agility in times of business turbulence. It has also an interesting concept of a 'dual operating system', namely an agile network-type of organizational structure working in concert with the traditional corporate hierarchy. There are three reasons for my significant disappointment when I read the book: First, there is little new in this book, relative to what he has previously been saying, for example in 'Leading change', and relative to the thinking of other authors writing about related subjects. For example: the so-called 8 accelerators in 'Accelerate' are more or less exact copies of the 8 stages in major change, as postulated in his previous book 'Leading change'. Second, I understand the whole concept of dual operating system to be in addition to the corporate hierarchy and not instead of the traditional corporate hierarchy. Then it would inevitably add complexity and gravity to an organization, which seems contrary to simplicity, agility, and flexibility. Would it not be better to build simplicity, agility and flexibility directly into the corporate hierarchy? Third, the big thesis in this book is that this dual operating system is something different from traditional change projects, task forces, and strategic initiatives. That difference was not clear to me, rather the opposite, if one looks at for example the figure on p. 152. That said, the book is clearly a must read for those belonging to his large group of dedicated followers. It is also an interesting entry point to Kotter's thinking for those having had limited previous exposure to it, though for those I would rather recommend for example his book 'Leading

change'.

The most important conclusion of the book is that we live in an extremely turbulent environment and the old ways of managing a company are no longer completely relevant. The invention of "management" really worked well in the previous century, but now the old ways of doing things are failings us, because the environment is extremely different, we have to deal with more changes at faster rates. How we can create a new system in the organization to drive success is explained in details in the book and it is accompanied by case studies and examples. I would recommend this book to anybody who is interested in the last, most up to date trend about creating agile companies which succeed in our new context of realities today. When you read this book, you will understand why so many companies today fail to execute their strategies. You will understand that actually what you know about strategy management as a process of strategy formulation and implementation is no longer relevant. These processes are rather a loop, they are interdependent. Kotter's accelerators framework is a breakthrough into what the new strategy management practices should be in the new millennium. Kotter gives examples with companies which are already doing in practice what he describes in his book. That is why his book is like a great piece of advice for anybody else who wants to implement the same in their company.

Great information on moving to a flatter structure for work. However, I don't like the #1 most important everything else hinges on this . . . You need a big goal for everyone to buy into it. I think you are missing the point . . . Bring people together because they are the big goal, what we are achieving together for each other, for the greater good . . . That is your big goal, with milestones along the way. But, there are great concepts and information in here you wouldn't want to miss.

The thought of using an informal network to take advantage of a big opportunity sounds interesting, but practically sounds difficult to implement well. It seems as if the network might go spinning off into an unintended direction. The book seemed to give a few principles and examples, then suddenly ended.

Questo libro, pubblicato a febbraio 2014, nasce da un articolo che John Kotter ha scritto nel novembre 2012 su HBR. L'idea di base Ã¨ questa: pur essendo ottimizzati per l'operativitÃ quotidiana, le gerarchie e i processi tradizionali - che nel loro insieme formano il "sistema operativo" di un'azienda - non sono in grado di rispondere alle sfide attuali della complessitÃ e del

cambiamento. La soluzione Ã un secondo sistema operativo, dedicato alla progettazione e all'implementazione della strategia, che utilizza una struttura agile di tipo reticolare e dei processi completamente diversi. Il nuovo sistema operativo aggiunge agilitÃ e velocitÃ e integra la gerarchia tradizionale, piÃ che sovrapporsi a essa, mettendola cosÃ in condizione di fare ciÃ per cui Ã ottimizzata: garantire affidabilitÃ ed efficienza. Gerarchia e network diventano cosÃ due sistemi che formano un'unica organizzazione integrata. Il secondo sistema operativo si basa sull'uso di volontari (che mantengono la loro attivitÃ nel sistema operativo gerarchico) e di 8 acceleratori (1. senso di urgenza, 2. coalizione di governo. 3. visione e iniziative di cambiamento, 4. comunicazione, 5. superamento delle barriere, 6. celebrazione dei successi, 7. non mollare mai la presa, 8. Istituzionalizzare il cambiamento). Accelerate Ã un lavoro di grande interesse, che usa una metafora potente e ispirativa. Circa la possibilitÃ di far funzionare efficacemente questo approccio sorgono tuttavia molte domande (la maggior parte delle quali brillantemente esposte come FAQ verso la fine del libro) I punti chiave a mio giudizio sono due: il mandato per avviare un processo di innovazione di questo tipo. l'integrazione fra i due sistemi operativi che rappresenta sicuramente la componente piÃ critica (che ha talvolta compromesso il risultato di iniziative simili). Come ha scritto Federico Butera commentando l'edizione italiana dell'articolo, "La segregazione spesso non impedisce l'invenzione ma uccide l'innovazione". Credo che su questo ci sia bisogno di ulteriori affinamenti e approfondimenti del modello. Alcuni elementi, che non tolgono nulla al valore dell'opera, ma stonano un pÃ : mancano completamente le note bibliografiche Kotter oltre che essere stato per quasi 30 anni un celebre docente di Harvard oggi fa il consulente e questo si nota: non ci sono materiali aggiuntivi scaricabili dal sito tranne uno: " Accelerate Discussion Guide" che viene venduto a 15\$.

[Download to continue reading...](#)

Accelerate: Building Strategic Agility for a Faster-Moving World My Grand Adventure I'm Moving! Adventure Storybook, Children's Packing Guide: & Activity Book (Large 8.5 x 11) Moving Book for Kids in all Departments ... Guides Relocation Books Do it Yourself Moving Runner's World Run Less, Run Faster: Become a Faster, Stronger Runner with the Revolutionary 3-Run-a-Week Training Program Runner's World Run Less, Run Faster: Become a Faster, Stronger Runner with the Revolutionary FIRST Training Program The South Beach Diet Supercharged Faster Weight Loss and Better Health for Life [2008 Hardcover] Arthur Agatston MD (Author) Joseph Signorile PhD (Author) The South Beach Diet Supercharged Faster Weight Loss and Better Health for Life [2008 Hardcover] Getting Pregnant Faster: The Best Fertility Herbs & Superfoods For Faster Conception Getting Pregnant Faster: How To Zero In On Ovulation For Faster Conception DIY: How to make

solar cell panels easily with no experience!: Master Making Solar Panels Faster! (Master Solar Faster Book 1) Speak English Faster: Speak Confident Fluent English in 6 Months & Learn English Faster Level 1: Basic Conversation: Book Bundle: 2 Books for 1 The DevOps Handbook: How to Create World-Class Agility, Reliability, and Security in Technology Organizations Accelerate your impact: Action-Based Strategies to Pave Your Professional Path The Sales Development Playbook: Build Repeatable Pipeline and Accelerate Growth with Inside Sales Winning Adaptive Sales: Accelerate Your Success by Leading With Insights Stand Out & Succeed: Discover Your Passion, Accelerate Your Career and Become Recession-Proof Maggie's Ketogenic Cast Iron Skillet Cookbook: Delectable, Low Carb, High Fat, Hearty Recipes to Trigger Ketosis and Accelerate Weight Loss! How to Have an Out of Body Experience: Transcend the Limits of Physical Form and Accelerate Your Spritual Evolution Data Analytics For Beginners: Your Ultimate Guide To Learn and Master Data Analysis. Get Your Business Intelligence Right â “ Accelerate Growth and Close More Sales (Data Analytics Book Series) Make it a Game!: 5 indoor hitting games that accelerate player development Visible Learning for Literacy, Grades K-12: Implementing the Practices That Work Best to Accelerate Student Learning (Corwin Literacy) Retirement Planning | The Year Before You Retire â ” 5 Easy Steps to Accelerate Your Journey to an Early Retirement & Live a Life of Financial Freedom...

[Contact Us](#)

[DMCA](#)

[Privacy](#)

[FAQ & Help](#)