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## Accelerate: Building Strategic Agility for a Faster-Moving World

*John P. Kotter*

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**John P. Kotter : Accelerate: Building Strategic Agility for a Faster-Moving World** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Accelerate: Building Strategic Agility for a Faster-Moving World:

41 of 43 people found the following review helpful. Kotter's new book about agility in times of turbulence: Too much rehash of some of his previous thinking By Grim Gjoslash;nnes 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'.

2 of 2 people found the following review helpful. A must read for everybody who is interested to know about the latest trends in strategic management  
 By Hristina Krojnewski  
 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.

0 of 0 people found the following review helpful. Great Book in understanding Flatter Management  
 By Ellen Grace  
 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.

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.