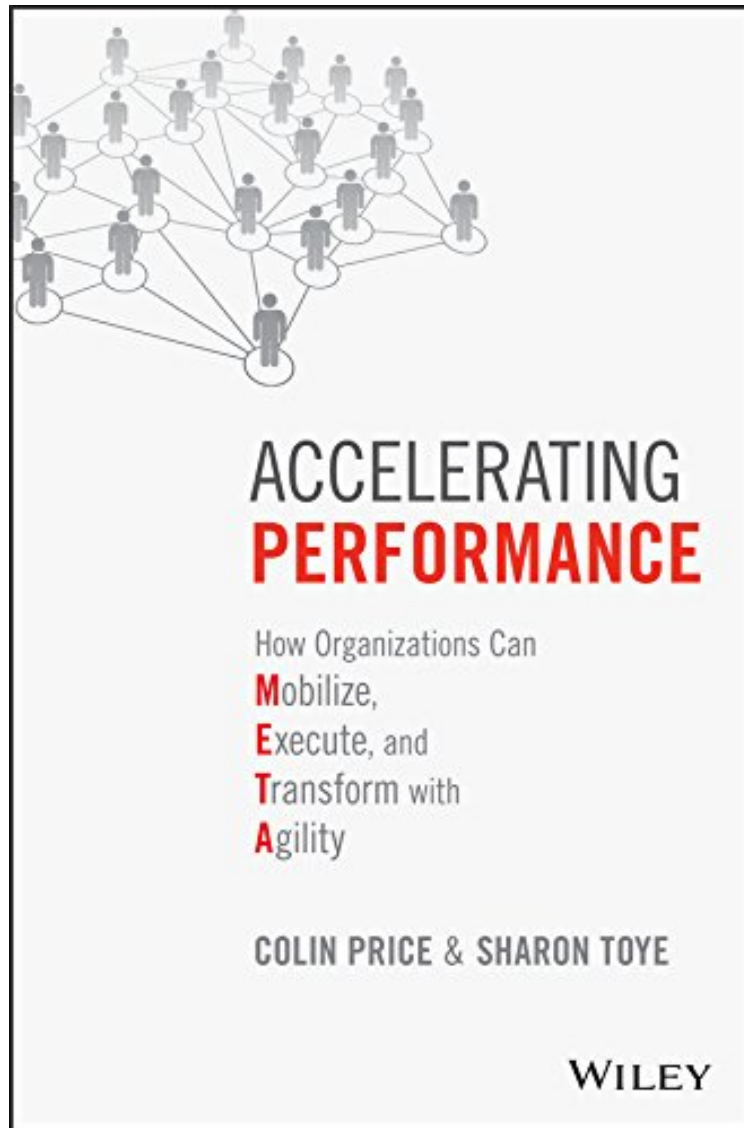


[Download] Accelerating Performance: How Organizations Can Mobilize, Execute, and Transform with Agility

## Accelerating Performance: How Organizations Can Mobilize, Execute, and Transform with Agility

Colin Price, Sharon Toye

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Colin Price, Sharon Toye : Accelerating Performance: How Organizations Can Mobilize, Execute, and Transform with Agility before purchasing it in order to gauge whether or not it would be worth my time, and all praised Accelerating Performance: How Organizations Can Mobilize, Execute, and Transform with Agility:

7 of 7 people found the following review helpful. The best analysis of team dynamics I've come acrossBy Carter PhillipTeams are what makes Organisations work and this book is the best analysis of team dynamics I've come

across. What distinguishes this book from many others in this field is its foundation in fact. While other books offer advice on improving the performance of an organisation, usually a business, the advice they give is often theoretical and unproven – the next big thing, hopefully. In contrast, *Accelerating Performance* is founded in fact. Perhaps what sets this book apart is that the authors are, primarily, not authors. Price and Toye are senior management consultants, with decades of experience advising top executives, and access to enormous resources. As such, their book is founded upon facts drawn from surveys of more than 20,000 global leaders, questionnaires and CEO interviews. In partnership with Oxford University they analysed a vast collection of information and distilled from it the very essence of why organisations flourish or flounder. Their analysis identified thirteen 'Drive or Drag' factors that are predictors of organisational success, (which they conveniently grouped into four categories - META), and for each of the thirteen factors they show what Good and Bad look like. Their work cuts through the fake science and shines a light on empirical truths. For each of the thirteen Drive and Drag factors, the book gives three clear goals and practical actions to achieve them - thirty-nine performance accelerators applicable to any organisation. Almost all are illustrated with interesting real-world examples or pearls of wisdom from CEOs. In essence, this book provides a comprehensive method and approach for improving organisational performance, and offers much practical value. Leaders (or aspiring leaders), of businesses and organisations will gain enormous advantage from understanding and applying its content.

1 of 1 people found the following review helpful. Execution may be "boring"... By David S. Interesting take on performance and disruption given all the Uber-hype out there. Message being: execution still matters, and it's better to learn how to be an improved version of who you are as a company than trying to be something you're not and failing miserably at it.

1 of 1 people found the following review helpful. How and why individuals as well as organizations make progress happen, despite their many flaws. By Robert Morris. Much has been said and written about organizational agility in recent years, a quality that can be of substantial benefit to individuals as well as to organizations. Like other core competencies, it can – and indeed should – be nourished at all levels and in all areas of the given enterprise. The global marketplace today is more volatile, more uncertain, more complex, and more ambiguous than at any prior time that I can remember. The title of one of Marshall Goldsmith's recent books suggests that "what got you here won't get you there." In fact, I am convinced that what got you here won't even let you remain here, wherever and whatever "here" and "there" may be. So, what to do and how to do it to succeed? Colin Price and Sharon Toye focus on how to "increase the metabolic rate of [an] organization through a process that lets [it] increase speed, but only in certain times, designed for maximum effect." They devised an acronym for this approach, META: Mobilize, Execute, and Transform with Agility. Here's the formula: M+E+T+A = Acceleration. More specifically: Mobilize: "Inspire aligned action based on a compelling purpose and a simple set of strategic priorities." Execute: "Fully harness and streamline resources to consistently deliver excellence in the core business." Transform: "Experiment and innovate to create new growth engines and to reinvent existing businesses ahead of the market." Agility: "Spot opportune ties and threats; adapt and pivot at a faster pace than competitors to create competitive advantage." Price and Sharon Toye provide an abundance of information, insights, and counsel that can help leaders in almost any organization to complete the META process, thereby enabling their organization to gain, strengthen, and thereby sustain a competitive advantage. Some of the most valuable material is provided in Chapter 17 as they discuss what they call "liquid leadership" and the skills set it requires:

- o Become a techie: "You may not be technologically savvy, but you must get to know the role that technology plays in the evolution of your business – and beyond IT, social media, web sites, apps, and so on."
- o Be entrepreneurial: "The fiercely competitive marketplace has made it mandatory for leaders to be more entrepreneurial, connect the dots of opportunity, and find nontraditional ways for their business to grow and prosper."
- o Be a thought leader: "Today's leaders must be bold, articulate, and courageous visionaries who are not afraid to speak up and change the conversation or introduce new ideas and ideals."
- o Allow the right autonomy in your workforce: "To avoid getting bogged down in bureaucracy, it is vital to allow your employees to make certain judgments for themselves."
- o Evolve with your business: "Changes in the natural evolution of a company's business model now demand that its leaders serve as change agents to lift and lead the entire company."
- o Touch the business as much as you lead it: "Leaders can never forget about the customers and must never grow complacent about understanding their changing needs and demands."
- o Prepare to manage crises: "Don't let your corporate challenges become headlines. Leaders must be prepared to handle any crisis with agility and elegant transparency." Such leaders "pull toward them people who not only work directly for them but whom they influence by the quality of their ideas and leadership." All of this is discussed in greater depth on Pages 265-267.

Colin Price and Sharon Toye then review seven "lessons" that serve as "a reasonable summary" of the key insights in their book. They also remind their reader that there must be constant, relentless follow through when driving change. Moreover, it is imperative to "revisit the acceleration issue again. And again. And again. Remember, the jungle always grows back."

Transform your organization into a dynamic catalyst for success *Accelerating Performance* is not just another

“warm and fuzzy”; change management book—it's a practical, comprehensive, data-driven action plan for picking up the pace and achieving more. Co-written by one of the authors of *Beyond Performance*, this book draws on a combination of empirical research and decades of experience advising global companies to show you how to reduce time to value by building and changing momentum more quickly than your competitors. The META framework (short for Mobilize, Execute, and Transform with Agility) offers advice for leading change at four levels: strategy, the organization, teams, and individuals. In addition to step-by-step guidance toward assessment, planning, and implementation, the book offers: A diagnostic tool for leaders, teams, and organizations to assess their starting place, and highlight the specific areas needed to improve the ability to accelerate performance. A detailed look at the factors proven to create drag—and drive—at each of the four levels: strategy, organizations, teams, and individuals. An exploration of the 39 differentiating actions that organizations can combine as dictated by their strategy and context into a winning recipe. A closer look at the practices of 23 “superaccelerators”; a global (and perhaps unexpected) mix of companies that have demonstrated a consistent ability to accelerate performance. A single taste of success is all it takes to spark change, but the hard work of following through requires constant vigilance—and a plan. Learn how to capture that drive, bottle it, and use it to sustain motivation, inspiration, and achievement. Deliver at the highest level, and then turn around and do even better next time. *Accelerating Performance* gives leaders a step-by-step framework for taking action and transforming their organizations, teams, and even themselves—starting today.

From the Back Cover: “This is a no-nonsense resource that gets to the root of an organization's performance problem. By using science, the authors examine the best practices of great teamwork, the how-to of building high-performing organizations, and the code to building a winning culture and driving sustainable growth.”—Paula Ketter, editor of *TD* magazine, Association for Talent Development “With an unshamed focus on data and empirical evidence, *Accelerating Performance* stands out from the sea of performance and change management books that are based on anecdotes and theory. As such, it is essential reading for anyone serious about analysing or improving organisational, team or individual performance.”—*Management-Issues* “It is absolutely true that 'the soft stuff is the hard stuff' and that most HR departments need less PowerPoint and more Excel. *Accelerating Performance* offers a sharp analysis of how successful companies 'crack the code' to build a winning culture and drive sustainable growth—and do it faster than their competitors.”—Jim Smith, president and CEO, Thomson Reuters “In a continually disrupted marketplace, companies live and die by their ability to accelerate their performance. The genius of this book is its rigorous analysis of the blockers to acceleration and how to remove them—and its insights into the agility required to transform a business. It is eye-opening stuff.”—Mark Wilson, group CEO, Aviva “Using a deeply analytical and forensic approach, the authors tease out why some companies have avoided the drag of underperformance. Their detailed analysis of these 'superaccelerators' reinforces some deeply held beliefs but also uncovers crucial insights about what it takes to succeed. Filled with insights, action points, and wisdom—this is a must-read for any leader tasked with building a high-performance organization.”—Lynda Gratton, professor of management practice, London Business School, and coauthor of *The 100-Year Life: Living and Working in an Age of Longevity* “Health care is delivered in teams. Whether it's in the operating theater, the hospital, or in the community, it is how we work together that determines our ability to save lives. *Accelerating Performance* sheds light on the practices that constitute great teamwork.”—Lord Ara Darzi, Paul Hamlyn chair of surgery, Imperial College London, and former U.K. health minister “Some business books excel at data-based analytical rigor, others at strategy, leadership, or soft skills. *Accelerating Performance* integrates all these vital components and teaches leaders how to drive fast with vision.”—Tom Glocer, founder of Angelic Ventures LP, director of Merck Co. and Morgan Stanley, and member of the supervisory board for Publicis Groupe “An ambitious, breakthrough book! Who wouldn't want their company to be in Colin and Sharon's group of super-performers? Drawing on original research, illuminating cases, and practical advice, they show us a surprising—even unfashionable—route for companies to get there: not by reinventing themselves but by becoming significantly better versions of who they already are! Smart, funny, with a very high 'PIPSI' (provocative ideas per square inch).”—Robert Kegan, Meehan Professor of Adult Learning and Professional Development, Harvard University, and coauthor of *An Everyone Culture: Becoming a Deliberately Developmental Organization* “Delivering sustainable, standout performance is the holy grail for business leaders. Colin and Sharon present a compelling agenda to help leaders increase the metabolic rate in their business, thereby creating the conditions for long-term success. Boards and CEOs should take note—and take action.”—David Roberts, chairman, Nationwide Building Society  
About the Author COLIN PRICE is an executive vice president and the global managing partner of the Leadership Consulting Practice at Heidrick Struggles. He has advised many of the world's largest companies, as well as a number of national governments and charitable institutions. He is the coauthor of several books, including *Beyond Performance*. SHARON TOYE is a partner in Heidrick Struggles' London office and a member of the Leadership Consulting Practice. An organizational development expert, qualified psychotherapist, and

skilled consultant, she has more than 20 years of experience as an executive and top-team coach.