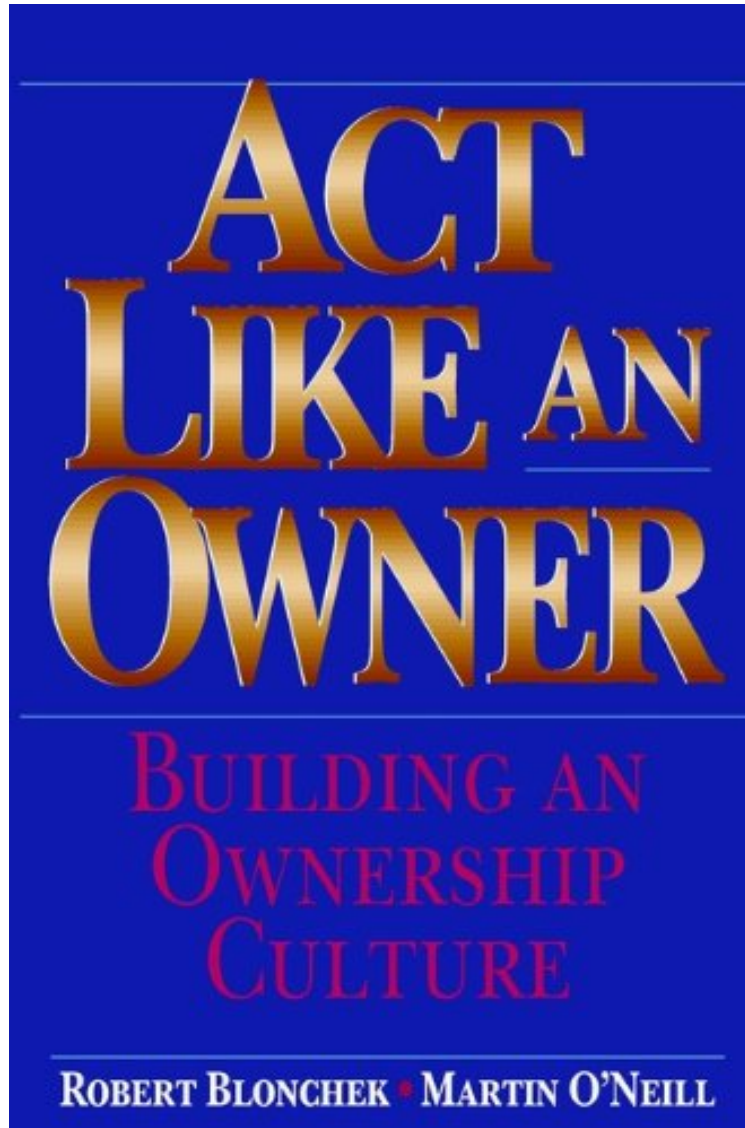


(Download ebook) Act Like an Owner: Building an Ownership Culture

Act Like an Owner: Building an Ownership Culture

Robert M. Blonchek, Martin F. O'Neill

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Robert M. Blonchek, Martin F. O'Neill : Act Like an Owner: Building an Ownership Culture before purchasing it in order to gage whether or not it would be worth my time, and all praised Act Like an Owner: Building an Ownership Culture:

0 of 0 people found the following review helpful. Good book, could be shorterBy G. KrehbielThis relatively short book includes some good lessons for business, but like almost every business book I've ever read it could easily have been 1/3 as long.2 of 4 people found the following review helpful. Ownership CultureBy Turgay BUGDACIGIL"Early on, as a company of just six people, we wrote a corporate creed that documented our principles and values-our culture. This creed simply stated that we would build a successful business by focusing on the

customer, encouraging entrepreneurial spirit, empowering everyone, and sharing both success and failure. We call this culture an ownership culture. We discovered that this environment was enjoyable to work in and was a powerful strategy...To this day, when we ask people associated with the company why it was successful, and why they were committed, the answer is always the same. It was empowerment; it was team-spirit; it was vision. It was mutual respect and trust. Most important, it was the culture...This book is a distillation of our experience in creating, nurturing, and maintaining an ownership culture...The ALO model is a synthesis and practical application of leading business concepts along with our own personal experiences...The ALO model is not academic theory, it's a roadmap for applying today's most important management practices to the real-world problem of building an information-era business...In this book, we present the internal franchise, the foundation of ALO and a framework for unlocking entrepreneurial spirit in your organization...The heart of the internal franchise is the ownership culture, a corporate culture built on the principles and values of the entrepreneur. An ownership culture compels everyone in your organization to think and act like an owner of the business" (from the Preface).In this context, Robert Blonchek and Martin O'Neill divide their book into three parts:I. In this part, they present the internal franchise as a framework for putting ownership culture to work as a competitive weapon. According to them an internal franchise consists of three components: an operating model, entrepreneurial employees, and an ownership culture. They argue that "An internal franchise is similar to a traditional franchise operation. In an internal franchise the company makes its operating model explicit and then 'franchises' the operating model to its employees. The employees are then coached, mentored, and trained to operate the business at the highest level of proficiency. In an internal franchise, the franchise agreement is not a legal binding contract, it is the company's culture-an ownership culture."II. In this part, they present a formula for creating an ownership culture. They argue that an ownership culture is a corporate culture based on TRUST:* Teach your employees your operating model.* Reward them based on the performance of the business and their contribution to that performance.* Unconditionally support their actions in order to develop a truly empowering environment.* Share information so that everyone can make effective business decisions.* Be Trustworthy by making and keeping commitments.III. In this part, they apply an ownership culture to one of the most pressing problems facing business today: attracting and retaining skilled workers. They argue that "Without a doubt, attracting to talent is a key business challenge for most organizations. But that's only half the problem-changing employee attitudes and expectations make it difficult to hold on to talented workers as well. In fact, the loss of talented workers forces many companies to reduce their growth projections and negatively affects their ability to compete."Finally, they write, "It's time for the grand finale in the drama of twentieth-century business. It's financial capital versus human capital, and we'll soon know who wins. But all indications are that the winning businesses in the next century will be those that understand how to mobilize human intellect and ingenuity for competitive advantage. Adopting the principle presented in Act Like an Owner is the best way to ensure that you end up on the side of the winners."Highly recommended.23 of 28 people found the following review helpful. Everything Old Is New AgainBy Jonathan LehighWhat do you know about a book's authors if they ...* Begin by congratulating themselves for their company's success?*"Quote favorable reviews on the first page, particularly from executives whose success stories are cited in the text?"* Claim to synthesize "the leading management approaches and business strategies," and then provide virtually no footnotes (15 notes for a 222-page volume)?Robert Blonchek and Martin O'Neill are consultants. Like many consultants not overburdened by humility, they are proud to preach their doctrine and win new converts to their views - and their services. And as experienced public speakers, Blonchek and O'Neill have accustomed themselves to condensing their notions into a few words in large type. When your creed boils down to "run your business like my business", you want to keep your language as simple and transparent as possible.Unfortunately, in the case of Act Like an Owner, simple language has produced simple thinking. The book supports all the right things - empowerment, entrepreneurial spirit, open information, Mom and apple pie - but they don't offer any striking insights or tools to get you there. Their central (tautological) concept, that "the ownership culture is the franchise agreement" within the organization, is like a tenor singing bass: less deep than it sounds. And the book's air of breathless naivete is both endearing and baffling; readers are given standard questions to identify customer needs, for example, and then advised to match the needs to their products' benefits. Elementary, my dear Watson."Elementary" is in fact the key to this book. Despite its claims to be applicable to large organizations, Act Like an Owner reads like Entrepreneurship 101. It's designed to answer such questions as:* What is an operating model?* Why is empowerment important?* What is a corporate culture?* Why is communication valuable?If you find such questions startling and galvanizing, snap up your copy now. If you answered such questions long ago, or if you find them distractingly rudimentary, move on, perhaps to a book that recognizes the value of the compound-complex sentence. There's nothing new under the sun in Act Like an Owner; whether you enjoy the book will depend on how long you've spent in the shade.

Most workers are conditioned to view themselves as one-dimensional in relation to their company—as a salesperson, or an engineer, or a manager. But imagine the possibilities if everyone in your organization started thinking and acting like entrepreneurs—like owners of the business. Imagine if your employees shared the same beliefs, both in their abilities and in the purpose of your business, and focused all their energies on making that

business successful—knowing that they, in turn, would become successful as well. That is the power of an ownership culture, and this book will show you how to mobilize human intellect and ingenuity for competitive advantage. Act Like an Owner is an action guide to building a culture of employee ownership within an organization. Authors Blonchek and O'Neill present their business model, "Act Like an Owner," which grew out of their experience building information technology service businesses. This model is a roadmap for applying today's most important management practices in a competitive, rapidly changing environment. The authors use this approach as part of their consulting practice, and are the first to detail how to implement such a program company-wide. Act Like an Owner introduces the internal franchise framework that can be used for unlocking the entrepreneurial spirit in your organization. From this book, you'll learn how to define your company's operating model—the way you choose to do business—and then extend the model to your employees. The authors then explain how to link employee behaviors to each element of business performance. They demonstrate how to focus your entire organization on a business goal while addressing employees' individual needs for opportunity and growth. You'll learn how to attract and hire people with a positive, entrepreneurial attitude who can create an environment that establishes the values and behaviors you need. At the heart of the internal franchise is the ownership culture, a corporate culture built on principles and values that compel everyone in your organization to think and act like an owner of the business. The authors describe the impact of an ownership culture on an organization, illustrating how you can build equity in that culture and make it part of your company's brand identity. They explore the power of such a culture to create an environment of shared values and goals. You'll learn the formula for creating an ownership culture and putting it to work in your organization, and you'll hear the perspectives of senior executives at companies currently adopting the "Act Like an Owner" program, including those at Aspen Systems, CACI, STAC, PSINet, and ConSonics. In addition, the authors apply the ownership culture model to one of the most pressing problems facing business today: attracting and retaining skilled workers. Filled with examples, anecdotes, and techniques, Act Like an Owner will motivate anyone trying to build a successful business that starts with people. "What a wonderful book. The only way organizations will be able to compete in the future is if their people act like owners and they create an ownership culture. A must read for the 21st century." —Ken Blanchard, coauthor, The One Minute Manager. "A terrific addition to any library. Marty O'Neill and Robert Blonchek have crafted an elegantly simple and uniquely powerful approach to enhancing the performance of any organization—large or small. I wholeheartedly recommend it." —Douglas R. Conant, President, U.S. Foods Group, Nabisco. "The new workplace demands that businesses find effective ways to release the power of people. Blonchek and O'Neill's 'Internal Franchise' idea turns the franchise concept inside out and provides a roadmap for ownership and empowerment in any organization." —Alan Randolph, coauthor,

From the Inside Flap Act Like An Owner Most workers are conditioned to view themselves as one-dimensional in relation to their company—as a salesperson, or an engineer, or a manager. But imagine the possibilities if everyone in your organization started thinking and acting like entrepreneurs—like owners of the business. Imagine if your employees shared the same beliefs, both in their abilities and in the purpose of your business, and focused all their energies on making that business successful—knowing that they, in turn, would become successful as well. That is the power of an ownership culture, and this book will show you how to mobilize human intellect and ingenuity for competitive advantage. Act Like an Owner is an action guide to building a culture of employee ownership within an organization. Authors Blonchek and O'Neill present their business model, "Act Like an Owner," which grew out of their experience building information technology service businesses. This model is a roadmap for applying today's most important management practices in a competitive, rapidly changing environment. The authors use this approach as part of their consulting practice, and are the first to detail how to implement such a program company-wide. Act Like an Owner introduces the internal franchise framework that can be used for unlocking the entrepreneurial spirit in your organization. From this book, you'll learn how to define your company's operating model—the way you choose to do business—and then extend the model to your employees. The authors then explain how to link employee behaviors to each element of business performance. They demonstrate how to focus your entire organization on a business goal while addressing employees' individual needs for opportunity and growth. You'll learn how to attract and hire people with a positive, entrepreneurial attitude who can create an environment that establishes the values and behaviors you need. At the heart of the internal franchise is the ownership culture, a corporate culture built on principles and values that compel everyone in your organization to think and act like an owner of the business. The authors describe the impact of an ownership culture on an organization, illustrating how you can build equity in that culture and make it part of your company's brand identity. They explore the power of such a culture to create an environment of shared values and goals. You'll learn the formula for creating an ownership culture and putting it to work in your organization, and you'll hear the perspectives of senior executives at companies currently adopting the "Act Like an Owner" program, including those at Aspen Systems, CACI, STAC, PSINet, and ConSonics. In addition, the authors apply the ownership culture model to one of the most pressing problems facing business today: attracting and retaining skilled

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Blonchek and O'Neill's 'Internal Franchise' idea turns the franchise concept inside out and provides a roadmap for ownership and empowerment in any organization." --Alan Randolph, coauthor, *Empowerment Takes More Than a Minute*. ""Act Like an Owner" gives you a treasure map to unlocking the fortunes that lie throughout an organization." --Bill Toler, President, Campbell Sales Company. "An insightful look at the elements of an ownership culture and how to put them to work in your company in order to attract, retain and motivate talented people." --J. Robert Beyster, Founder, Chairman and CEO, SAIC. ""Act Like an Owner" gives you the tools you need to develop and empower your employees to think and act like entrepreneurs." --Andrew C. Taylor, President and CEO, Enterprise Rent-A-Car, and 1997 Ernst Young Entrepreneur of the Year Award Winner. About the Author Martin O'Neill has spent the last thirty years in a leadership sandbox. He has operated companies both large and small, coached business owners and executives, facilitated hundreds of strategic plans and delivered keynote speeches to thousands of next generation leaders. His passion and experiences in the development of corporate culture and leadership resulted in two books, *Act Like an Owner*, of which he is co-author and *The Power of an Internal Franchise*. O'Neill's experiences leading and exiting from middle market companies lead him to write *Building Business Value*. He now spends his time speaking, coaching and consulting. His latest book, *Next Generation Leaders*, is now available. He lives in Maryland with his wife and business partner, Denise and their three children.