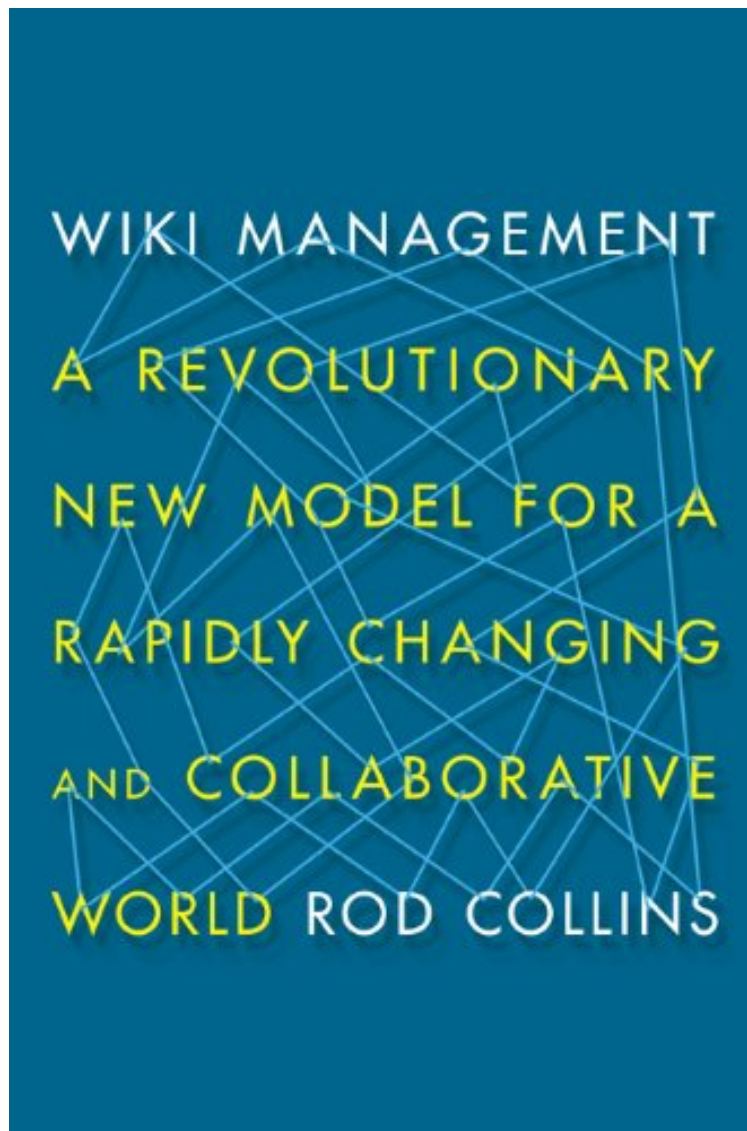


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## Wiki Management: A Revolutionary New Model for a Rapidly Changing and Collaborative World

*Rod Collins*

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**Rod Collins : Wiki Management: A Revolutionary New Model for a Rapidly Changing and Collaborative World** before purchasing it in order to gage whether or not it would be worth my time, and all praised Wiki Management: A Revolutionary New Model for a Rapidly Changing and Collaborative World:

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simplicity. I think most of us working today do realize how much the world is changing and how rapidly. Our approach to running companies however have not changed to keep up with this fast pace of change. Mr. Collins book Wiki Management describes various techniques for management to begin changing their management style to reflect the current economic environment in which we now find ourselves. This is a must read for anyone to be successful in the information age. 0 of 0 people found the following review helpful. quite a few interesting ideas to draw from By Diego G Schmunis The title Wiki Management is a bit misleading. This book is NOT about technology and I do suspect that the author is trying to create a bit of his own branding methodology (a la Lean Startup). But is nevertheless the less worth reading if only to find the fuel nuggets of wisdom usable to you. One thing missing from the book that I'd love to see is an Appendix with a summary of all the Wiki tools! 0 of 0 people found the following review helpful. This book has a terrible title. I happened to be looking for some ... By Doug McDavid This book has a terrible title. I happened to be looking for some advice on starting and managing a wiki, and stumbled upon this book. The book itself is excellent in raising and resolving many of the issues in the workplace of the 21st Century. I hope people who need it are finding it!

We now live in a "wiki" world where mass collaboration is not only possible—it's often the best solution. Conventional management thought assumes that command-and-control is the most effective way to organize the efforts of large numbers of people, but rapid change and increasing complexity have rendered that model obsolete. As a result, most managers today lack the skills and knowledge needed to succeed in an age when networks are proving smarter and faster than hierarchies. Designing organizations for mass collaboration demands a new and very different model—wiki management. Featuring enlightening examples from forward-thinking companies including Google, Whole Foods, Linux, and Wikipedia, Wiki Management outlines the revolutionary but necessary steps companies must take to:

- Leverage their collective intelligence
- Effectively integrate diverse points of view
- Transition leaders from the role of "boss" to that of facilitator
- Make "delighting customers" more important than pleasing superiors
- Achieve a shared and actionable understanding of the key drivers of business success

The power of networks is dramatically reshaping both the work we do—and the way we work. This groundbreaking book reveals what it takes to succeed in this fast-paced and exciting business environment.

"Wiki Management is an insightful take on how the business world is changing and on what companies will need to do to stay afloat in it." --The Futurist

From the Inside Flap: An official chain of command: Employees who report to managers who report to their managers, all the way up to the C-suite...with plenty of chances for good ideas to die. That's what most of us associate with traditional management, which has its roots in the 19th century. But we now live in a "wiki" world, one in which mass collaboration is not only possible but often the best solution, and vanguard, network-based organizations like Google, Whole Foods, Linux, and Wikipedia have embraced a radically different management model built for speed, innovation, and collaboration. These organizations are far more adaptable and resilient than their traditional counterparts—and if you and your company want to succeed in an increasingly connected and rapidly changing business environment, it's time to let go of archaic, top-down, hierarchical structures based around planning, control, and efficiency. Filled with practical examples of how innovative managers are using the values of this new paradigm to master the unique challenges of our unprecedented times, Wiki Management examines five key disciplines essential to thriving in this "flatter," highly collaborative landscape:

1. Understand what's most important to customers. In a hyper-connected world, the best companies are customer-centric—and built around processes that make the task of delighting customers a higher priority than pleasing bosses.
2. Aggregate and leverage collective intelligence. Today's most intelligent organizational leaders no longer leverage individual intelligence by constructing functional bureaucracies. Instead, they cultivate collaborative communities with the capacity to quickly aggregate and leverage their collective intelligence.
3. Build shared understanding by bringing everyone together in open conversations. Companies that successfully manage at the pace of accelerating change create innovative processes to effectively integrate diverse points of view, co-create a powerful, shared understanding, and drive clarity of purpose across the entire organization.
4. Focus on the critical few performance drivers. Management is about creating the future. Smart leaders don't focus on outcome measures but on driver measures that create the outcomes.
5. Hold people accountable to their peers.

The secret to mastering the unprecedented challenges of the wiki world is to make sure that no one in the organization has the authority to kill a good idea or keep a bad idea alive. Holding people accountable to peers rather than supervisors enables the collaboration necessary for speed and innovation. The power of networks is dramatically reshaping both the work we do and the way we work. This groundbreaking book reveals what it takes to succeed in this fast-paced and exciting business environment. ROD COLLINS is the Director of Innovation at Optimity Advisors, a national management consulting firm, and a leading expert on the next generation of business management. He lives in Aurora, Colorado. From the Back Cover: Management, as most of us know it, is a highly structured hierarchy designed to coordinate the tasks and activities of large numbers of workers. But with the advent of the Digital

Revolution, the business landscape has been radically transformed by the unprecedented combination of three developments: accelerating change, escalating complexity, and ubiquitous connectivity. In a world where mass collaboration has created entirely new ways of working together, our nineteenth-century management model, built around centralized decision-making and a sharp divide between workers and managers, has revealed itself to be inadequate to the job. A new breed of companies and managers is leading a paradigm shift, favoring the values of serendipity, self-organization, emergence, simple rules, and transparency. Containing real world examples and case studies of how the best, most limber organizations are mastering the unprecedented challenges of our fast-changing world, Wiki Management presents you with a set of fifty specific practices you can use to:

- Leverage your organization's collective intelligence
- Effectively integrate diverse points of view within your company
- Transition leaders from the role of "bosses" to that of facilitators
- Prioritize "delighting customers" over pleasing superiors
- Achieve a shared and actionable understanding of the key drivers of business success

How did Google revolutionize the practice of management with a 60-to-1 ratio of employees to supervisors, open conversations, and a strategic horizon limited to 90 days? What has Zappos done to transform its customer call center into a model of memorable and remarkable service? How has Whole Foods made its system of hiring smarter through a system of peer review? Through accounts of well known organizations as well as author Rod Collins's experience leading a highly effective collaborative network within the deeply entrenched hierarchy of a larger, more traditional organization, this book introduces you to a new management vocabulary describing the innovative tools of 21st century business: serendipity, emergence, collective intelligence, shared understanding, simple rules, and self-organization. A fast-changing world isn't necessarily unmanageable—it just needs to be managed differently. Inspiring and filled with practical methodologies for today's business environment, Wiki Management gives you the tools you and your organization need to thrive in our fast-moving, thrillingly collaborative world.