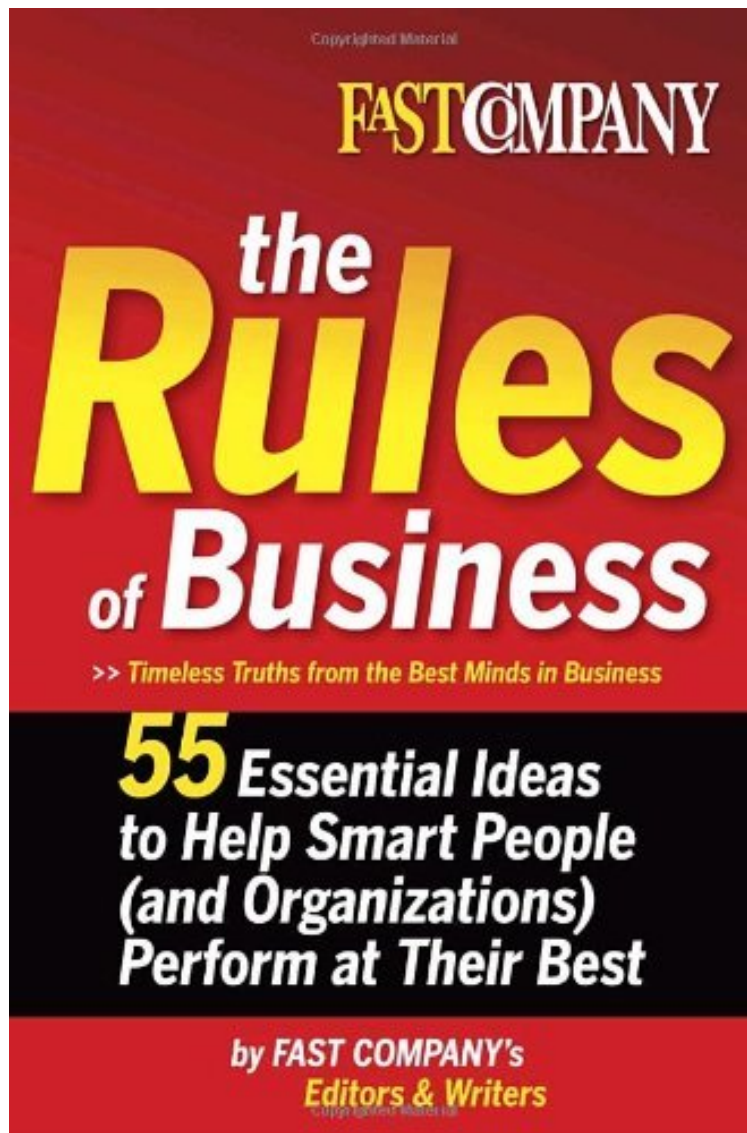


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Fast Company : Fast Company The Rules of Business: 55 Essential Ideas to Help Smart People (and Organizations) Perform At Their Best before purchasing it in order to gauge whether or not it would be worth my time, and all praised Fast Company The Rules of Business: 55 Essential Ideas to Help Smart People (and Organizations) Perform At Their Best:

1 of 1 people found the following review helpful. daily reference By D. Kurz I use this as a daily reference for advice

and sometimes just for a pick-me-up! Many interesting quotes and ideas. Open to any page in the book and let the ideas sink in as your day progresses. An excellent book.

5 of 8 people found the following review helpful. Rules of Business and Essential Ideas by the Fast Company By Dr. Joseph S. Maresca The author provides pearls of wisdom on a plethora of complicated business topics and decisions. For instance, we are asked to anticipate or embrace change early. Ideally, this should take place when things are going well. Sometimes, success breeds difficulty in unlearning bad habits or undoing complacency. Very often, the identification of key facts will precipitate change. The author believes that customer service is part of the job. We are asked to learn from failure rather than wallow in it. Intuition is part experience and part talent; however, we should act upon our best instincts or feelings. The preferred decision-making process should involve the following: - framing questions - fact finding - analysis and conclusions - learning from experience and mistakes made previously Good process design should be common sense. Simplicity and ease of use by customers are the premier concerns. The corporate logo should be "faster, cheaper and better". We should learn from the people in the trenches because they are aware of the practical dimensions of new ideas/processes. In addition, the author provides a timeframe of from 7-10 years to introduce, perfect and implement new techniques, designs and processes. The acquisition is worth the price charged for the reader who will implement the contents dispassionately.

5 of 5 people found the following review helpful. Quotes for Success! By Kevin Kingston These 2 quotes are not from the book, but are quotes about quotes: "The wisdom of the wise, and the experience of ages, may be preserved by quotations" - Isaac Disraeli "It is a good thing for an uneducated man to read a good book of quotations" - Sir Winston Churchill This book is basically a collection of quotes. Some are extremely powerful and some are well-not so powerful. I'm a big believer in quotes, here are a few from the book: "On change, 'Adapt or Die' The first 10 pages are about change and how business is constantly evolving and how those that can't keep up are doomed." "Genius is one percent inspiration, ninety-nine percent perspiration. Yes, sir, it's mostly hard work." - Thomas A. Edison "A half-backed strategy well executed will be superior to that marvelous strategy that isn't executed very well." - Allan Gilmour, vice chairman Ford Motor Co. "The only new thing new in the world is the history you don't know." - President Harry S. Truman "Good leaders are curious; they spend a lot of time trying to learn new things." - Jeffrey Immelt, CEO, GE There are a lot of good inspirational quotes in this book. It's a good book to have on your desk and glance at time and again. By Kevin Kingston author of, A 20,000% Gain in Real Estate My blog: [...]

From The Rules of Business Rule #1 The first rule of business is the same as the first rule of life: Adapt or die. "What gets measured, gets done." - Peter Drucker Rule #8 Nothing is more overrated than a new idea. Ideas by themselves are worthless. It's what you do with them that matters. "Bet on the jockey, not on the horse." - Malcolm Forbes "Best practices usually aren't." - Christopher Locke, co-author, The Cluetrain Manifesto Rule #49 If it is not right, don't do it; if it is not true, don't say it. "If you think yours are too small to have an impact, try going to bed with a mosquito in the room." - Dame Anita Roddick, founder, The Body Shop

In THE RULES OF BUSINESS, Fast Company's renowned editor in chief, John Byrne and the writers and editors of Fast Company, distill the major ideas and principles of the world of business into fifty-five essential rules. These rules are elaborated on and enhanced by quotes and insights from over 200 business leaders, practitioners, and thinkers into what is sure to be an essential desk reference for managers, professionals, and executives-to-be. Published on the tenth anniversary of the magazine, FAST COMPANY'S THE RULES OF BUSINESS features the essential principles behind today's most important business topics, from customer service to innovation, from strategic thinking to leadership and management. The book introduces each category with a two-page commentary, and weaves two to four essential rules throughout every chapter. At the end of each chapter a boxed, bulleted "Fast Take" section gives readers specific takeaways they can use in their day-to-day work. The heart of each chapter, however, is the quotes and insights on the subject culled from the great minds in business, both living and historical - leaders and thinkers such as Machiavelli and Jack Welch, Adam Smith and his invisible hand and Tom Peters on marketing Me, Inc., Michael Porter on (what else?) strategy and A.G. Lafley, Jeff Bezos on the perils of hiring the wrong person and Bill Gates on the value of information technology, Anne Mulcahy and Warren Buffett, and many more. FAST COMPANY'S THE RULES OF BUSINESS is the ultimate desk reference.

Excerpt. copy; Reprinted by permission. All rights reserved. Chapter 1 Change The 32-year-old company founder was tired as he sat down for a quick drink. He had done six fund-raising presentations in a row in the conference room downstairs, and the venture capitalists - still smarting from the burst of the Internet bubble - had been skeptical each and every time. That explained his crankiness, and it could have also been the reason why he suddenly attacked the presentation his CEO - a 30-year industry veteran - had made earlier in the day.

#1 The first rule of business is the same as the first rule of life: Adapt or die. Right there, on his first slide, he wrote, "Things change." How could he say anything that trite? To his credit, the young hotshot was right. "Things change" is about as basic as a business cliché gets. But to dismiss the point out of hand is to ignore two vital facts: 1. There is a reason that sayings become clichés: They're often true. 2. The greatest

cause of death among established companies is their inability to adapt to changing circumstances. Companies have to constantly adapt and change. There is always both a looming threat as well as a massive opportunity in front of them. To ignore either is inevitably fatal. Not surprisingly, then, change is a huge leadership challenge. Altering the direction of an organization is immensely difficult, and the problem is compounded by the fact that the people you depend on to execute the change—your employees—may not understand the reason why they have to do things differently. As a result, just when you need them most, they are likely to fight you at every turn. And even if you convince them to go along, you must figure out how to change your organization effectively and in real time. In other words, you need to prepare for the future without screwing up the present. No wonder change is difficult and why so many managers are unwilling to take on the task until it is too late. The inevitable result? Icons ranging from ATT to Zenith (“the quality goes in before the name goes on”) have been acquired by other companies—or have ceased to exist altogether. Still, even a cursory survey of the best companies of all time reveals that those organizations that survive for the long haul are constantly evolving in a myriad of ways. Two examples will suffice: The nature of GE’s corporate portfolio seems to change almost daily, and PepsiCo, which began life selling just colas, gets the majority of its sales and earnings today from its Frito-Lay snack division. But, as the business headlines remind us daily, those companies seem the exception. The wisdom of the leaders and thinkers in this book shows just how difficult change can be. It also reveals the upside: An organization that embraces change and executes it efficiently can evolve and thrive. How change doesn’t happen? Picture an egg. Day after day, it sits there. No one pays attention to it. No one notices it. Certainly no one takes a picture of it or puts it on the cover of a celebrity-focused business magazine. Then one day, the shell cracks and out jumps a chicken. “All of a sudden, the major magazines and newspapers jump on the story: ‘Stunning Turnaround at Egg!’ and ‘The Chick Who Led the Breakthrough at Egg!’ From the outside, the story always reads like an overnight sensation—as if the egg had suddenly and radically altered itself into a chicken. “It’s a silly analogy—but then our conventional way of looking at change is no less silly. Everyone looks for the ‘miracle moment’ when change happens. But ask the good-to-great executives when change happened. They cannot pinpoint a single key event that exemplified their successful transition.” —Jim Collins, author, *Good to Great: How the World’s Most Successful Companies Achieved What No One Thought Possible* How do you get people to change? The central issue is never strategy, structure, culture or systems. All those elements, and others, are important. But the core of the matter is always about changing the behavior of people, and behavior changes happen . . . mostly by speaking to people’s feelings.” —John P. Kotter, former professor, Harvard Business School, and author of *Leading Change* Change happens brick by brick “Here’s the problem with gradual: It’s chronic, insidious and subtle. Half of all Americans are overweight? I can tell you how we got that way: one french fry at a time. We didn’t foul the Love Canal in a week. That took a generation of dumping chemicals. Your company didn’t hire 30 or 100 or 1,000 noncontributing employees all at once. That took years. “The problem with gradual is that we don’t notice the damage until the damage is extreme. And what happens when we finally do notice? Panic sets in. We put all our efforts into finding the quick fix. “But here’s the point of gradual. You don’t win an Olympic gold medal with a few weeks of intensive training. There’s no such thing as an overnight opera sensation. Every great company, every great brand, and every great career has been built in exactly the same way: bit by bit, step by step. If every element of an organization gets a little bit better every day, then the organization will become unstoppable.” —Seth Godin, author of *Unleash the Power of the Small* The most effective way to manage change is to create it “To survive and succeed, every organization will have to turn itself into a change agent. The most effective way to manage change is to create it.” —Peter Drucker, sage Only pissed-off people change the world “Nearly 100 percent of innovation . . . is inspired not by ‘market analysis’ but by people who are supremely pissed off at the way things are. I happen to believe that only pissed-off people change the world, either in small ways or large ways.” —Tom Peters, co-author, *In Search of Excellence* #2 Innovation is difficult and often painful. But there is no alternative. (See Rule 1: Adapt or die.) Embrace change “The minute you get good at something, you get comfortable. And that leads to stagnation. People on my team have learned to embrace change.” —Tamar Elkeles, vice president of learning, Qualcomm Allow events to change you “The prerequisites for growth are the openness to experience events and the willingness to be changed by them.” —Bruce Mau, founder, Bruce Mau Design The more success you achieve “The more success you achieve—either as an individual or as an organization—the more difficult it is to change. All of the learning that led to one kind of success becomes implicitly coded and works against your ability to unlearn. The challenge then becomes how to uncover those deeply ingrained assumptions.” —John Seely Brown, former director, Xerox’s Palo Alto Research Center (PARC) #3 When should you initiate change? When things are going perfectly. The metabolism of change “Change is not a process for the impatient. It takes time—a simple truth that many of us fail to realize. First, understand that the metabolism—the tolerance for change—in your boss or in your organization might be dramatically different from your own. Undoubtedly, others in your company feel as you do. Your task is to find them.” —Barbara Reinhold, director of career and executive development, Smith College If you don’t like change “If you don’t like change, yours will re-

going to like irrelevance even less.” —General Eric Shinseki, former U.S. Army Chief of Staff Change doesn’t happen if you don’t work at it. “Change doesn’t happen if you don’t work at it. You’ve got to get out there, give people the straight scoop, and get buy-in. It’s not just good-looking presentations; it’s doing town meetings and letting people ask the tough questions. It’s almost got to be done one person at a time.” —Anne M. Mulcahy, Chairman and CEO, Xerox Corp. The faces that shape change “Leaders ... must do more than just formulate strategies to exploit change. They must be able to help people understand the systematic forces that shape change.” —Peter Senge, author, *The Fifth Discipline* The search for facts “The big work behind business judgment is in finding and acknowledging the facts and circumstances concerning technology, the market and the like in their continuing changing forms. The rapidity of modern technological change makes the search for facts a permanently necessary feature of the industry. This seems obvious, but some of the biggest changes [for the worse] came about in part because someone got an idea that he thought was eternal.” —Alfred Sloan, the man who created General Motors It makes sense to resist things that are a waste of time “Employees know that . . . change itself is rarely for the better. If you’ve been with a company for a few years, and you’ve seen these flavor-of-the-month change programs come and go, you quickly recognize a pattern: Management launches some kind of change effort to great fanfare. Managers talk up the benefits and explain why this program will be good for both the company and its employees. They make promises, but at the end of the day . . . nothing really happens.... It makes sense to resist things that are a pure waste of time.” —Mark Maletz, author, *Creating the New Corporate Culture: A Handbook of Transformational Change* Why don’t companies change? “Why don’t companies change? Let me give you an analogy from my own life. I am a fat smoker. I don’t need another speech to tell me that I should stop smoking and lose weight. “People in [companies] have heard all the speeches before too. Give great customer service, be a team player, manage your people. It’s not that they don’t believe the strategy. The problem is whether it’s me giving up smoking or them starting to give great customer service, any kind of improvement requires short-term sacrifice and short-term pain in the name of a better long-term future. And there are very few businesses that are truly interested in maximizing their future income stream.” —David Maister, service industry guru and author of *Managing the Professional Services Firm* #4 Regardless of how realistic you think you are being, the change process will take three times as long as you like. Never stop looking out the window “I’ve driven through my share of rainstorms, listening to some radio announcer in a windowless room telling me that it’s a sunny day. During a change in economic climate, the biggest mistake a leader can make is not to recognize it. So never stop looking out the window. “When I ran Ronald Reagan’s economic-policy board, I met prominent CEOs who failed to recognize a change in climate was in the offing. They looked at their current numbers, saw their order book was full, and believed everything was terrific. But no graph goes up forever. That was true then; it’s true today. Recognize when the weather is shifting. Rain or shine—look out.” —Walter Wriston, former CEO, Citicorp/Citibank From the Hardcover edition.