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Business results, major change, project initiatives can be achieved more easily than imagined. Strategic Organizational Alignment shows you how and points out the reasons why most excuses businesses make for inadequate implementations are

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wrong. Through stories, illustrations, and step-by-step guides, Crosby shows you a simple, profound, and repeatable way to ensure your business aligns its employees and has a clear path to success. This book will help you to learn how to focus your workplace on the dynamics critical to achieving greater productivity.

Explains the links between a company's people, processes, strategies, and leadership, and shows how to keep a company focused

Gallup's State of the American Workplace showed that workplaces that are actively engaged outperform workplaces that are disengaged in every measure. Crosby's two-volume set contains eight activities that create an engaged workplace and improve

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results. Volume Two, System-wide Activities, starts with a chapter on implementation competency, then follows with chapters on group-to-group conflict, goal alignment, process improvement, and project planning. Finally, the appendices contain the materials required for each activity.

Many books and articles have been written about how firms can achieve and sustain high performance. They typically focus on a particular aspect of the firm such as its culture, resources, leadership, ability to learn, or management practices. However, often the very firms that are used as examples are no longer high performing even a few years later. In contrast, this book asserts that it is the



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efficiency and effectiveness of a firm's entire value creating system that determines its performance over the long term. Systems theory is used as an integrative mechanism to combine the best ideas from economics, the resource-based perspective, and stakeholder theory. Based on this theoretical foundation, tools are provided for conducting in-depth, detailed analyses of each part of a firm's value creation system and its contribution to the total stakeholder value created by the firm. This information leads to the development of strategies, including specific initiatives for overcoming weaknesses in the system and for creating new value for stakeholders, based on the reasoning that firms exist to create value for their stakeholders — customers, employees, shareholders,

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Suppliers, and the communities in which they operate.

Leadership is poorly understood because human systems are poorly understood. Like the "flat earth" theory of old, modern work culture is limited by a paradigm in which problems are understood as "clashes of personality," and blame is directed at the superficial level of individuals, groups, and structure. Leadership Can Be Learned: Clarity, Connection, and Results charts the course to a new paradigm of leadership and systems and how to leverage the relationship between the two. Leadership can be learned because it is a combination of art and science. Ultimately, high-performance culture and high-performance leadership mirror each other, and leaders must use their own

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Authority Power to foster both.

Gilmore Crosby guides the reader by breaking the topic into four powerful sections. The first focuses on the transformational leadership model of Dr. Edwin Freidman, the second describes the systems theory from which that leadership model emerged, the third offers a unique exploration of emotional intelligence and critical interpersonal skills related to leadership, and the fourth and final section applies all the previous sections to attaining organizational results. This book: Delivers a clear how-to guide for leading organizations to higher performance Helps each reader understand, respect, and rise above their own authority issues Conveys a proven approach to life-long self-development so readers can continue to mature in a more objective,

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non-defensive, and intentional

manner. In addition, it provides the skills and framework for applying this approach to effectively coaching and developing others Describes how leaders can be more effective in their interpersonal, group, and large-system interactions Teaches the approach through an engaging mix of historical examples, lessons learned through the author's experience, quizzes, and metaphors. Provides a solid foundation for leadership development programs With this book, readers will gain a new understanding of themselves and of human systems and learn how, in the words of Gandhi, to "be the change they wish to see in the world" so they and their colleagues can attain and sustain world-class results.

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“Dennis has written a practical approach to an issue that plagues so many organizations. The Power of Strategic Alignment is important for any corporation but it is an absolute imperative for a non-profit organization. There is such a temptation to “follow the money”. Additionally, there are so many needs in the world that can easily distract good-hearted people and cause organizations to splinter in various directions.” David Williams, President and Chief Executive Officer Make-A-Wish® America “Any organization's impact depends on strong leaders and not just the CEO. The Power of Strategic Alignment helps senior leaders harness the power of your non-profits' strategy to achieve even more for those you serve.” Carolyn S. Miles, President & Chief Executive Save the

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Children ¶ This is a must-read book for nonprofit CEOs and board members that highlight the importance of communication and developing an organization's leaders, strategies and goals to be successful. The book really illustrates the key elements to make things happen and getting positive results. ¶ Jonathan R. Pearson, Executive Director, Corporate Philanthropy and Community Affairs Horizon Blue Cross Blue Shield of New Jersey ¶ Drawing on his rich experience as the CEO and now as a highly regarded nonprofit strategic advisor, Dennis Miller provides the reader with a succinct yet comprehensive formula for nonprofit organization leaders and boards to maximize their effectiveness and success. He stresses how an organization, in order to have a

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A successful strategic plan, must have a clear and compelling vision; have completed a comprehensive assessment of key strengths and critical weaknesses; possess a comprehensive funding plan; and complete a detailed plan for implementation and execution. I urge senior executives and board leaders of nonprofit organizations to read this book. □ Charles M. Dombek, Chairman National Institute for People with Disabilities in New Jersey

Zachary Wong offers practical strategies, skills, and tools to help project managers diagnose and solve their toughest people problems. Based on decades in the trenches, the book shows how to confront and correct bad behavior, increase team performance and inclusion, turn around difficult

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people and poor performers, get people to do what you want them to do, boost employee motivation and attitude, reduce change resistance and risk aversion, and manage difficult bosses. Wong believes that the best team leaders are problem-solvers and facilitators, so this book provides problem-solving models and tools to diagnose people problems, and facilitative methods, processes, and techniques to correct them. It's an approach that can be personalized to fit any person or situation. Each skill is explained with a well-balanced mix of case stories, examples, strategies, processes, tools, and techniques along with illustrations, graphics, tables, and other visuals to clarify key concepts and their workplace application. To reinforce the most important learnings, Wong includes a



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□Memory Card□ and □Skill Summary□ at the end of each chapter. Nothing is harder than leading people and managing project teams. Being successful takes a combination of knowing human psychology, organizational behaviors, and human factors; having supervisory, process, and communication skills; ensuring good teamwork, high integrity, and strong leadership; and having the ability to integrate and apply these skills to a diverse work team. The Eight Essential People Skills for Project Management is designed for individuals, team leaders, and managers who oversee and coordinate the daily performance of others and who are seeking solutions that they can apply immediately.

CEOs regularly identify strategic

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execution as their biggest challenge, and the top priority facing today's business leaders. Based on their research with senior executives across a variety of industries—and including firms like Marriott, Microsoft, SunTrust, UPS, and Vail Resorts—Kenneth J. Carrig and Scott A. Snell have distilled the elements that are most critical for execution. This book addresses the challenges of execution, why it matters, and why the approach remains elusive. It introduces an integrated framework for understanding four priorities underlying execution excellence. Ultimately, it all comes down to alignment, agility, ability, and architecture. The authors lay out a process for applying the framework, helping business leaders to diagnose their challenges and to determine their

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path toward breakthrough performance.

In the same way that a well-defined approach is needed to develop an effective strategic plan, an equally well-designed approach is needed to support the alignment of your organization's structure, management concepts, systems, processes, networks, knowledge nets, training, hiring, and reward systems. Examining top-down, bottom-up, and core planning and execution processes, *The Organizational Alignment Handbook: A Catalyst for Performance Acceleration* provides a systematic approach for establishing the infrastructure needed to support a successful transformation and make your strategic plan a reality. Bridging the gap between macro and micro

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approaches with a single unified theory, the book provides the understanding needed to assess the effectiveness of your organization's current management system. It explains how to identify potential projects, introduce new practices, plan for resource allocation, and define and recommend decision governance. Identifying the capability constraints you must resolve in order for your company to thrive in an increasingly competitive business environment, the book explains: How the organizational master plan fits into alignment activities How strategic planning process and outcomes can be made part of the performance plan for individuals How to use controllable factors as the foundation for your master plan How to develop a set of vision statements that defines how

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your organization will function in the future The management skills your organization currently possesses might be effective in today's environment, but are they the skills needed to meet strategic objectives in the future? This book outlines a step-by-step approach for achieving organization-wide alignment of processes, applications, and systems, and to ensure acceptance of the results by all stakeholders. It includes examples of organizations implementing the strategies discussed as well as a review of the activities you need to follow to minimize the time it takes to reach your performance objectives today and in the future.

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