

Why Good Companies Go Bad

INCLUDES NEW MATERIAL

DONALD N. SULL

Previously Published as Revival of the Fittest

Why Good Companies Go Bad And How Great Managers Remake Them

Pontus Wadström



Why Good Companies Go Bad And How Great Managers Remake Them:

Why Good Companies Go Bad and how Great Managers Remake Them Donald Norman Sull, 2005 This is a revised edition of *Revival of the Fittest* published in Harvard Business Review's OnPoint feature in 2003 Sull formerly at Harvard Business School now at London Business School emphasizes making honoring remaking commitments as an attribute behind great managers and businesses He presents case examples data on commitment life cycles and risks and a Commitment Inventory Annotation 2005 Book News Inc Portland OR booknews.com

Revival of the Fittest Donald Norman Sull, 2003 Will Your Organization Still Be Here in Ten Years It's a familiar story A company rises to become an industry leader Competitors try to emulate it Analysts rave about it The CEO's picture is splashed across magazine covers Then the company stumbles profits erode and the stock plummets How does this happen Why do good companies so often go bad More important what can you do to prevent it from happening to your company In *Revival of the Fittest* Donald N Sull takes a provocative look at corporate failure and proposes a practical new model for effecting change that can vastly increase your organization's lifespan Ironically argues Sull leaders sow the seeds of failure during a company's most successful times when they make a set of commitments whether to a core strategy a key customer or an innovative manufacturing method that constitute the company's success formula Managers become so married to the formula that they can't divorce themselves from it when the competitive situation changes They respond to the future by doing more of what worked in the past a phenomenon Sull calls active inertia Based on extensive global research into successful and failed transformations across many industries *Revival of the Fittest* introduces a three step model for making transforming commitments actions that prevent managers from reinforcing old behaviors in the face of change Sull identifies five areas in which transforming commitments can be anchored strategic frames processes relationships resources and values and provides diagnostic tests hands on tools and real company examples to show how managers can Gauge their company's susceptibility to active inertia Determine which commitment is right for a specific situation Appoint the best person to lead the charge Ensure that the new commitment sticks Avoid common mistakes that can sabotage the transformation effort Weigh the personal risks associated with leading corporate change In an unpredictable marketplace commitments can make and break a company But Sull shows that corporate demise is not inevitable Through transforming commitments revival of the fittest is possible and managers can make the difference Donald N Sull is Assistant Professor of Business Administration in the Entrepreneurial Management area at Harvard Business School

The Leader's Guide to Storytelling Stephen Denning, 2010-06-03 In his best selling book *Squirrel Inc* former World Bank executive and master storyteller Stephen Denning used a tale to show why storytelling is a critical skill for leaders Now in this hands on guide Denning explains how you can learn to tell the right story at the right time Whoever you are in the organization CEO middle management or someone on the front lines you can lead by using stories to effect change Filled with myriad examples *A Leader's Guide to Storytelling* shows how storytelling is one of the few

available ways to handle the principal and most difficult challenges of leadership sparking action getting people to work together and leading people into the future The right kind of story at the right time can make an organization stunningly vulnerable to a new idea *Social Innovation* Thomas Osburg, René Schmidpeter, 2013-06-04 Social Innovation is becoming an increasingly important topic in our global society Those organizations which are able to develop business solutions to the most urgent social and ecological challenges will be the leading companies of tomorrow Social Innovation not only creates value for society but will be a key driver for business success Although the concept of Social Innovation is discussed globally the meaning and its impact on the development of new business strategies is still heavily on debate This publication has the goal to give a comprehensive overview of different concepts in the very innovative field of Social Innovation from a managerial as well as from a theoretical and social perspective Over 30 leading thinkers in the field of Innovation Strategic Management and Organizational Development give a well structured inside on the latest developments and progress in the field of Social Innovation Thereby the authors not only develop a comprehensive and unique analysis on the state of the art of social innovation but also give practical advice and information to business leaders on how to apply the latest management thinking on Social Innovation to daily business decisions This publication has the intention to become a milestone in the further development of the concept of Social Innovation as well as to further stimulate new business strategies necessary to overcome world most pressing social and ecological challenges From Resource Allocation to Strategy Joseph L. Bower, Clark G. Gilbert, 2005-10-27 Is strategy a coherent plan conceived at the top by a visionary leader or is it formed by a series of individual commitments not always reflecting what top management has in mind If it is a series of commitments how can they be managed To answer these questions Joseph L Bower and Clark G Gilbert present research that examines how strategy is actually made by company managers across several levels of an organization The research penetrates the black box of strategy formulation and shows that a company s realized strategy emerges less from the formal statements of corporate strategy but often out of the pattern of resource commitments that originate across every level of the firm Drawing on over thirty yeas of research on resource allocation including studies from Harvard Business School Stanford London Business School and INSEAD the book s five sections detail the structural characteristics of the resource allocation process how the process can lead to breakdowns in strategic outcomes and where top management can intervene to shape desired results And while the organizing authors connect over three decades of research on resource allocation they have also included assessments of this work by thought leaders in the fields of economics competitive strategy organizational behavior and strategic management The processes described represent the complex reality of strategy formulation in large organizations but the ideas are presented in a way that enables the reader to access and understand the implications of these complexities The findings should inform the research of economists strategists and behavioural scientists Thoughtful executives and those who consult with them will also find the book provocative and instructive **Plutocrats** Chrystia

Freeland,2012-10-16 In the last few decades what it means to be rich has changed dramatically Forget the 1% it s the wealthiest 01% who are fast outpacing the rest of us Today s colossal fortunes are amassed by the diligent toiling of smart perceptive businessmen who see themselves as deserving victors in a cutthroat international competition Cracking open this tight knit world is Chrystia Freeland an acclaimed business journalist At ease in Davos or Dubai Freeland has reported on the lives and minds of these new super elites for nearly a decade Grounding her interviews in the economics and history of modern capitalism she provides examples of the new wealth and its consequences She showcases the 3 million birthday party of a New York financier months before the financial meltdown details the closed door 2005 SEC meeting where the US government allowed investment banks to write their own regulatory laws and tells how the Bank of Canada s Mark Carney became a key figure in the central battle between the plutocracy and the rest of us Brightly written and powerfully researched Freeland s Plutocrats will be a lightning rod event in the midst of the US election season **The Prepared Mind of a Leader** Bill Welter,Jean Egmon,2005-09-26 Thinking to stay ahead of change In a complex business climate people need to make informed decisions and learn how to think flexibly A leader s most important asset is the ability to sense changes in the environment and adapt to them quickly The Prepared Mind of a Leader presents an original and effective way to think more flexibly about innovation strategy change and problem solving It helps leaders anticipate challenges and prepare for both the intended and unintended consequences of change by laying out a program for developing maintaining and mobilizing eight key skills Observing Challenging Reflecting Reasoning Imagining Deciding Learning and Teaching These skills provide a framework that the thoughtful leader or manager can use to approach issues of strategy innovation and more Chapters feature interactive tools that will help readers develop each of the key skills Bill Welter Bartlett IL is President of Adaptive Strategies a consulting firm focused on helping clients in a wide range of industries to deal with change Jean Egmon Wilmette IL is Director of the Complexity in Action Network and on the faculty at the Kellogg School of Management at Northwestern University [Fish Can't See Water](#) Kai Hammerich,Richard D. Lewis,2013-09-03 How national culture impacts organizational culture and business success Using extensive case studies of successful global corporations this book explores the impact of national culture on the corporate strategy and its execution and through this ultimately business success or failure It does not argue that different cultures lead to different business results but that all cultures impact organizations in ways both positive and negative depending on the business cycle the particular business and the particular strategies being pursued Depending on all of these factors cultural dynamics can either enable or derail performance But recognizing those cultural factors is difficult for business leaders like everyone else they too can be blind to the culture of which they are a part The book offers managers and leaders eight recommendations for recognizing those cultural factors that negatively impact performance as well as those that can be harnessed to encourage superior performance With real case studies from companies in Asia Europe and the United States this book offers a truly global

approach to organizational culture Offers a fresh approach to the effects of national culture on organizational culture that is applicable to any country in any region Based on case studies of such companies as Toyota Samsung General Motors Nokia Walmart Kone and British Leyland It describes the origins and nature of the most common corporate crisis and how culture impacts the response to such a crisis Ideal for managers business leaders and board members as well as business school students A welcome response to the flat Earth fad that argues we re all alike this book offers a nuanced and practical view of cultural differentiators and how they can enable or derail business performance *Strategic Thinking* Irene M.

Duhaime,Larry Stimpert,Julie Chesley,2012-03-22 There are many strategy books available in the marketplace for today s student or business professional most of them view strategy from the 10 000 foot level while Strategic Thinking looks at this important business topic through a different lens Written from the perspective of a manager this book builds on theories of managerial and organizational cognition that have had a powerful influence on many business fields over the last two decades As other books on business policy and strategy cover a broad range of topics models frameworks and theories the unique feature of this book is that it covers all this but also focuses on how managers of business firms understand their business environments assess and marshal their firms resources and strive for advantage in the competitive marketplace It examines the economic structural and managerial explanations for firm performance Offering professors and business people who are intrigued by the ideas introduced in Peter Senge s books ways to apply those ideas and principles in the classroom and in the companies in which they work the book puts managers front and center **Information, Knowledge and Agile Creativity** Stéphane Gorla,Pierre Humbert,Benoit Roussel,2019-09-20

Information Knowledge and Agile Creativity will enlighten entrepreneurs and is ideal for facilitating an organization s ability to react and adapt to its environment Creativity is a system that engenders innovation While integral at the conception stage it is also important before and after this phase This book offers a collection of tools as well as a methodology to estimate the agility of an organization to generate and transform ideas into solutions that are not only new but also adapted to their users To this end this book presents strategic foresight and problem comprehension methods tools of sharing and visual information formatting animation tips for creativity workshops techniques for generating ideas and tools for visualizing and mapping ideas information and knowledge

Ringtone Yves L. Doz,Keeley Wilson,2018 This book recounts one of the greatest and most spectacular business successes and downfalls in history that of Nokia in mobile phones The analysis of Nokia s story distills more general observations and learning points for leaders of other corporations management scholars and students Blockchain Babel

Igor Pejic,2019-03-03 WINNER Independent Press Award 2020 Technology Category Blockchain is the technology behind bitcoin and other crypto currencies According to Santander it could save financial institutions 15 20bn a year from 2022 onward Most experts see an unprecedented potential but many banks payment processors and credit card companies fret that bitcoin entrepreneurs could cast a pall over their core business Whatever the position of blockchain many voices are

shouting from different angles creating a cacophony of confusion including tech evangelists anarcho libertarians and industry experts But while everybody in IT and banking seems to have an opinion on the blockchain there is little systematic research no strategic analysis Blockchain Babel is the ultimate guide to the most disruptive technology to have entered the finance industry in recent years Blockchain Babel looks at blockchain alongside innovation diffusion competitive dynamics and management strategy Shortlisted as one of the three best business book proposals by McKinsey and the Financial Times for the Bracken Bower Prize in 2016 this is a must read for business leaders and aspiring leaders wanting to grasp blockchain and put it into context and understand the practical implications it may have **The Routledge Companion to**

Leadership and Change Satinder K. Dhiman, 2023-03-28 The unique leadership challenges organizations face throughout the world call for a renewed focus on what constitutes authentic inclusive servant transformational principled values based and mindful leadership Traditional approaches rarely provide a permeating or systematic framework to garner a sense of higher purpose or nurture deeper moral and spiritual dimensions of leaders Learning to be an effective leader requires a deep personal transformation which is not easy This text provides guidelines in a variety of settings and contexts while presenting best practices in successfully leading the twenty first century workforce and offering strategies and tools to lead change effectively in the present day boundary less work environment Given the ever growing widespread importance of leadership and its role in initiating change this will be a key reference work in the field of leadership and change management in business The uniqueness of this book lies in its anchorage in the moral and spiritual dimension of leadership an approach most relevant for contemporary times and organizations It represents an important milestone in the perennial quest for discovering the best leadership models and change practices to suit the contemporary organizations Designed to be a resource for scholars practitioners teachers and students seeking guidance in the art and science of leadership and change management this will be an invaluable reference for libraries with collections in business management sports history politics law and psychology It will present essential strategies for leading and transforming corporations small businesses schools hospitals and various nonprofit organizations It brings the research on leadership and change management up to date while mapping its terrain and extending the scope and boundaries of this field in an inclusive and egalitarian manner Strategy, Innovation, and Change Robert Galavan, John Murray, Costas Markides, 2008-05-15 Any organization must ask three interrelated questions in order to develop its strategy where are we where do we want to be and how will we get there While the questions do not change over time the realities and environments that companies face do Given today s realities how should companies answer these questions as they face the challenges of the 21st century In this book leading business school educators use their academic yet managerially relevant research to explore these questions They divide the book into three sections Understand Your Situation Develop Your Options and Lead the Change and take the reader through some of the latest thinking that helps answer these questions All the authors have extensive international experience of working with

senior managers and are well known academic researchers in their field They present their ideas in a straightforward lively and purposeful way Their goal is to inform challenge and provide practical advice and tools The book serves as a guide to a range of contemporary business challenges such as managing uncertainty creating new markets through innovation energizing people leading clever people in organizations with limited hierarchy and introducing radical change The central focus is on the core concerns and responsibilities of senior management strategy and leadership Clear crisp and to the point this book provides an invaluable and coherent summary of some of the best current business school thinking on contemporary challenges facing organizations It will be an ideal guide for both MBAs and practicing managers

Accountancy and the Changing Landscape of Integrated Reporting Dragu, Ioana, 2017-12-31 In the banking industry inaccurate record keeping can generate negative consequences By developing solutions to address such issues financial reporting initiatives can be optimized *Accountancy and the Changing Landscape of Integrated Reporting* is a pivotal reference source for the latest research findings on the development of a framework for integrated reporting within the accountancy profession Featuring extensive coverage on relevant areas such as corporate social responsibility financial performance and corporate reporting this publication is an ideal resource for academics researchers graduate level students and professionals across the fields of management economics and finance

Advancing Strategy through Behavioural Psychology Pontus Wadström, 2022-04-03 Accelerate strategy and achieve desired results with this guide to understanding and influencing employee behaviour based on the theory and practice of strategic management behavioural psychology and change The realisation of strategy is entirely dependent on employee behaviour so in order to achieve business results it is vital that managers and leaders develop an understanding of human behaviour *Advancing Strategy through Behavioural Psychology* shows that by identifying which behaviours should be measured and encouraged organizations can succeed in implementing strategies for continuous adaptation in a rapidly changing business environment Grounded in practitioner experience and academic research this book argues that to achieve set goals organizations should spend less time planning and sending out instructions and more time on providing feedback on implementation and drawing out key points to be learned By focusing on behaviour in this way organizations can create a culture where innovation is encouraged and employees want to contribute to the company's future Ensure long term success and seize competitive advantage with this essential guide to identifying the key behaviours which will create business results and what influences them

Strategic Customer Management Nigel F Piercy, Nikala Lane, 2009-03-12 A revolution is taking place in the way companies organize and manage the front end of their organization where it meets its customers Traditional concepts of sales management account management and customer service are being overtaken by initiatives like customer business development the strategic sales organization and strategic customer management This book aims to provide insights into how this revolution is unfolding and to provide a framework for executives and management students to address the issues involved The book

focuses on the transformation of the traditional sales organization into a strategic force leading the strategic customer management process in companies. Traditionally the area of sales management has mainly been treated as a tactical operational topic in the conventional marketing literature, simply part of the communications mix within the planned marketing programme. However, the emergence of major customers as dominant buyers in many sectors, as a result of pressures towards consolidation and enhanced scale of operations, is changing the way in which sales issues are addressed in supplier organizations. The growth of new forms of buyer-seller relationship based on collaboration and partnering has encouraged organizations to reconsider the sales and account management operation as an important source of competitive differentiation in commoditized markets. Increasingly, sales is being perceived as a central part of business strategy, and attention given to the challenges in better aligning sales processes with strategy. This has many implications for the design of the sales organization and its management strategy, which go far beyond the confines of conventional marketing views.

Managing for Success Morgen Witzel, 2015-04-23. The damage that incompetent managers do is incalculable. Every year they wipe tens of billions off the value of companies around the world. But the routinely incompetent behaviour that leads to failure is often covered up: incompetent managers are paid off and the causes of failure are swept under the carpet. Yet most of these failures could have been avoided if only we knew how to spot the signs of incompetence in advance and take steps to prevent it happening. Prevention is always better and cheaper than cure. Morgen Witzel tackles the problem of incompetence in the round by exploring the political, cultural, psychological and personal factors that lead to incompetency at every level of business. Arrogance, excessive reliance on formal plans and metrics, lack of professional pride and poor and misguided business education and training are among the problems that drag businesses down. Using international case studies from Ford Motor Company, Royal Ahold and Lehman Brothers, practical solutions are provided for avoiding incompetence by changing the culture within organizations and the ways in which managers are trained and developed to truly manage for success and minimise failure.

The Future of Management Gary Hamel, Bill Breen, 2007-10-09. What fuels long-term business success? Not operational excellence, technology breakthroughs or new business models, but management innovation: new ways of mobilizing talent, allocating resources and formulating strategies. Through history, management innovation has enabled companies to cross new performance thresholds and build enduring advantages. In *The Future of Management*, Gary Hamel argues that organizations need management innovation now more than ever. Why? The management paradigm of the last century, centered on control and efficiency, no longer suffices in a world where adaptability and creativity drive business success. To thrive in the future, companies must reinvent management. Hamel explains how to turn your company into a serial management innovator, revealing the make-or-break challenges that will determine competitive success in an age of relentless head-snapping change. The toxic effects of traditional management beliefs. The unconventional management practices generating breakthrough results in modern management pioneers. The radical principles that will need to become

part of every company's management DNA. The steps your company can take now to build your management advantage. Practical and profound. The Future of Management features examples from Google, W. L. Gore, Whole Foods, IBM, Samsung, Best Buy, and other blue ribbon management innovators.

Strategic Management and Organizational Development Xinwei Cao, 2025-09-27

This book offers a systematic analysis of key business challenges including risk mitigation through first principles thinking, the transformation of traditional manufacturing, the impact of genetic bias on strategy, and the relationship between urbanization and individual success. By recognizing patterns, leveraging proven models, and fostering adaptability, companies can better navigate disruptions and achieve sustainable growth. This book serves as a valuable resource for those looking to refine their strategic thinking and organizational development skills. What sets this book apart is its interdisciplinary approach, integrating evolutionary theory, economics, and management strategies to provide a deeper understanding of market competition and business adaptation. It offers a practical framework for navigating today's dynamic business landscape, making it an essential resource for professionals, entrepreneurs, and students alike. This book not only delivers key insights into surviving and thriving in hyper-competitive markets but also serves as a valuable guide for anyone looking to refine their strategic decision-making and organizational development skills.

Unveiling the Magic of Words: A Overview of "**Why Good Companies Go Bad And How Great Managers Remake Them**"

In some sort of defined by information and interconnectivity, the enchanting power of words has acquired unparalleled significance. Their power to kindle emotions, provoke contemplation, and ignite transformative change is really awe-inspiring. Enter the realm of "**Why Good Companies Go Bad And How Great Managers Remake Them**," a mesmerizing literary masterpiece penned by a distinguished author, guiding readers on a profound journey to unravel the secrets and potential hidden within every word. In this critique, we shall delve in to the book is central themes, examine its distinctive writing style, and assess its profound affect the souls of its readers.

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