



Open-Book Management

Creating an
Ownership Culture

Thomas L. Barton • William G. Shenkir
Thomas N. Tyson

Openbook Management Creating An Ownership Culture

Gary Yukl, Richard Lepsinger



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Open-book Management Thomas L. Barton, William G. Shenkir, Thomas Neal Tyson, 1998 *The Dance of Change* Peter M. Senge, 2014-05-14 Since Peter Senge published his groundbreaking book *The Fifth Discipline* he and his associates have frequently been asked by the business community How do we go beyond the first steps of corporate change How do we sustain momentum They know that companies and organizations cannot thrive today without learning to adapt their attitudes and practices But companies that establish change initiatives discover after initial success that even the most promising efforts to transform or revitalize organizations despite interest resources and compelling business results can fail to sustain themselves over time That s because organizations have complex well developed immune systems aimed at preserving the status quo Now drawing upon new theories about leadership and the long term success of change initiatives and based upon twenty five years of experience building learning organizations the authors of *The Fifth Discipline* Fieldbook show how to accelerate success and avoid the obstacles that can stall momentum *The Dance of Change* written for managers and executives at every level of an organization reveals how business leaders can work together to anticipate the challenges that profound change will ultimately force the organization to face Then in a down to earth and compellingly clear format readers will learn how to build the personal and organizational capabilities needed to meet those challenges These challenges are not imposed from the outside they are the product of assumptions and practices that people take for granted an inherent natural part of the processes of change And they can stop innovation cold unless managers at all levels learn to anticipate them and recognize the hidden rewards in each challenge and the potential to spur further growth Within the frequently encountered challenge of Not Enough Time for example the lack of control over time available for innovation and learning initiatives lies a valuable opportunity to reframe the way people organize their workplaces This book identifies universal challenges that organizations ultimately find themselves confronting including the challenge of Fear and Anxiety the need to diffuse learning across organizational boundaries the ways in which assumptions built in to corporate measurement systems can handcuff learning initiatives and the almost unavoidable misunderstandings between true believers and nonbelievers in a company Filled with individual and team exercises in depth accounts of sustaining learning initiatives by managers and leaders in the field and well tested practical advice *The Dance of Change* provides an insider s perspective on implementing learning and change initiatives at such corporations as British Petroleum Chrysler Dupont Ford General Electric Harley Davidson Hewlett Packard Mitsubishi Electric Royal DutchShell Shell Oil Company Toyota the United States Army and Xerox It offers crucial advice for line level managers executive leaders internal networkers educators and others who are struggling to put change initiatives into practice *Thinking for a Living* Kenneth A. Megill, 2012-12-06 This book questions our beliefs in the role of the information profession and tells us how to become information workers of the future by providing advice on overcoming the challenges facing the library profession It develops the idea of the knowledge culture and knowledge work and goes on to

expand how information needs to be shared and not hoarded as in the traditional role of libraries as keepers of knowledge This second edition provides a clear and very accessible practical framework for knowledge work *Summary: A Stake in the Outcome* BusinessNews Publishing,2013-02-15 The must read summary of Jack Stack and Bo Burlingham s book A Stake in the Outcome Building a Culture of Ownership for the Long Term Success of Your Business This complete summary of the ideas from Jack Stack and Bo Burlingham s book A Stake in the Outcome shows that to succeed in creating an employee owned and operated company employees have to be taught how to think and act like owners This summary advises business managers to go beyond the traditional ways of rewarding employees and teaches them how to build a sustainable ownership culture which provides employees with the right tools and attitude to carry out their responsibilities with the goals of the wider company at heart This summary outlines fourteen rules of Employee Ownership and systematically addresses each point often illustrated with examples At the end of this summary you should have a clearer understanding of how to empower your employees with the trust and intelligence they need in order to act in the company s best interests without necessarily handing out company shares Added value of this summary Save time Understand the key concepts Increase your business knowledge To learn more read A Stake in the Outcome and discover the rules of employee ownership **Open-book Management** John Case,1995 A senior editor of Inc magazine explains the concept of open book management the powerful management tool that is revolutionizing American business describing how and why it works and illustrating how all companies can utilize it to realize higher profits magazine Contemporary Issues in Sustainability Accounting, Assurance and Reporting Stewart Jones,Janek Ratnatunga,2012-06-15 This volume draws together contemporary topics themes and methodologies in the field of sustainability reporting and assurance to reveal how sustainability information is actually used interpreted and processed by internal and external users Ownership Thinking: How to End Entitlement and Create a Culture of Accountability, Purpose, and Profit Brad Hams,2011-08-17 It s an insidious disease that is crippling companies destroying our economy and crushing potential It s infecting the very roots of business performance and it s spreading fast It isn t the recession market volatility scandal or greed It s entitlement And it may be killing your business In myriad ways entitlement has been cultivated for decades As a result too many employees today believe that they are entitled to a paycheck simply because they show up Brad Hams has proven that we are not doomed to a path of entitlement and dependence After more than 15 years working with hundreds of companies he knows that the vast majority of employees addicted to entitlement actually want to engage want to contribute and feel much better about themselves when they are in an environment that requires them to do so Now with Ownership Thinking Hams shares his strategy that will increase your company s productivity employee retention and profitability The Right Education Teach employees the fundamentals of business and finance how their company makes money and how they add or take away value The Right Measures Identify the organization s Key Performance Indicators and teach employees to forecast results in an environment of high visibility and

accountability The Right Incentives Create incentive plans that are self funding and clearly align employees behavior to the organization s business and financial objectives Your employees will learn to think and act like owners and will become active participants in the financial performance of the business They will gain the self esteem that is only possible through achievement and will reap rewards that are in alignment with the success of their organization Meanwhile you will enjoy your role more sleep better at night and leave a legacy that is far more inspiring and significant than you dreamed possible Praise for Ownership Thinking You would have to read a dozen other books to even come close to Ownership Thinking a systematic and practical process for getting your employees to give that extra effort and brain power we know they possess Verne Harnish CEO Gazelles author Mastering the Rockefeller Habits Brad Hams tells it like it truly is transparency creates trust trust creates engagement engagement creates a healthy enterprise This thoughtful and practical book shows you how to achieve all of these things and more Chip Conley founder and executive chair Joie de Vivre author Peak Comprehensive and marvelously clear Ownership Thinking s techniques for creating change are focused direct and motivating This is a wise book unusually useful and I recommend it most highly Judith M Bardwick Ph D author Danger in the Comfort Zone and The Psychological Recession Brad Hams is one of the most persuasive and creative thinkers I know His book is a specific guide you can and should implement now Corey Rosen founder National Center for Employee Ownership Hams is masterful at outlining the engagement practices that inspire people to care and to be deeply vested in business results Jim Haudan CEO Root Learning author The Art of Engagement Hams book is like a candid conversation with a wise friend A must read for any business leader wanting to create a culture of ownership Dean Schroeder author Ideas Are Free **Financial Executive**, 1998 **A Stake in the Outcome** Jack Stack, Bo Burlingham, 2003-09-16 The First Management Classic of the New Millennium A bold experiment is taking place these days as leading edge companies turn upside down the management paradigm that has dominated corporate thinking for more than one hundred years Southwest Airlines is perhaps the most visible practitioner soaring through economic downturns while its competitors slash their budgets and order massive layoffs but you can find other pioneers of the new approach in almost every industry and market niche Their secret a culture of ownership that allows them to tap into the most underutilized resource in business today namely the enthusiasm intelligence and creativity of working people everywhere No one knows more about building a culture of ownership than CEO Jack Stack who s been working on one for the past twenty years with his colleagues at SRC Holdings Corporation formerly Springfield ReManufacturing Corporation Along the way they ve turned their company into what Business Week has called a management Mecca attracting thousands of people representing hundreds of businesses to SRC s home in Springfield Missouri There the visitors learn how to incorporate the ideals and values of SRC s remarkable corporate culture into their own organizations and then they go back and do it Now in A Stake in the Outcome Stack offers a master class on creating a culture of ownership presenting the hard won lessons of his own twenty year journey and explaining what it really takes to

build for long term success The pioneer of open book management described in the best selling classic The Great Game of Business Stack and twelve other managers began their journey in 1982 when they purchased their factory from its struggling parent company SRC grew 15 percent a year while adding almost a thousand new jobs and the company's stock price rocketed from 10 cents to 81.60 per share In the process Stack discovered that long term success required constant innovation and that building a culture of ownership involved much more than paying bonuses handing out stock options or setting up an employee stock ownership plan In a successful ownership culture every employee had to take the fate of the company as personally as an individual owner would Achieving that level of commitment was extraordinarily difficult but Stack realized that the payoff would be enormous a company that was consistently able to outperform the market A Stake in the Outcome isn't about theory it's about practice Stack draws from his own successes and failures at SRC to show how any company can teach its employees to think and act like owners including how to implement an effective equity sharing program how to promote continuous learning at every level of the organization how to fire up employees competitive juices how to broaden the concept of leadership and delegate responsibility for the business and how to build a workforce that is fast on its feet and ready to take advantage of every opportunity You'll also learn about other companies that have succeeded in building cultures of ownership and the lessons they can teach the rest of us Written in Jack Stack's straightforward witty no beating around the bush style A Stake in the Outcome is like having a one on one session with a master entrepreneur and business innovator It shows managers and executives of companies both large and small how to build a ferociously motivated workforce that is energized and committed to meeting and overcoming the most daunting challenges a company can face

The Small Business Bible Steven D. Strauss, 2009-04-13 For a comprehensive easy to read A to Z library of everything a small business owner would need to know about starting and succeeding in business consult The Small Business Bible Everything You Need to Know to Succeed in Your Small Business 2nd Edition Discover candid advice effective techniques insider information and success secrets that will boost your confidence This updated edition is even more accessible with easy to follow information from starting running and growing a business to new chapters on green business practices technology tips and marketing tools

The Front Line Guide to Creating a Winning Management Style Woodrow H. Sears, 2007 You need and want to change your management style So how do you get started With Front Line Guide to Creating a Winning Management Style it puts the power to become the kind of exemplary leader you want to be in your hands This book will reassure you that creating a winning management style is well within your capability It presents the concept of management style as a set of attributes you can identify observe and replicate You'll learn how to blend your personal beliefs and values with social behaviors modified by what you know in your gut is the right thing to do In 13 chapters the book describes how you can change your current set of patterned behaviors so you can become not less predictable but more consistent

An Introduction to ESOPs, 21st Ed Scott Rodrick, 2025-01-17 An employee stock

ownership plan ESOP is a tax favored employee benefit plan through which employees can become owners in their companies at no cost to themselves at the same time that the company and its owners receive major tax benefits An ESOP can be used for many purposes including to use tax deductible corporate earnings to buy out the owner s of a closely held business to allow shareholders to sell gradually and ease out of the business to finance corporate acquisitions through the loan that buys stock for a leveraged ESOP to enhance corporate performance through creating a corporate culture of ownership and to reward employees with a benefit tied to corporate performance while providing the company with tax benefits This book explains the rules uses benefits and other aspects of ESOPs It is helpful as an introduction to the subject and as a concise reference The 21st edition has been heavily revised and expanded for 2025 including dozens of updates and additions to the text a new infographic and a new chapter on ESOP sustainability

The Myth of Leadership Jeffrey S. Nielsen, 2011-05-16 Can we really run organizations without leaders Yes says organizational consultant Jeffery Nielson in this provocative book According to Nielsen it s time to stop structuring businesses as rank based organizations run by a privileged elite who are so isolated from the front lines that they are downright counterproductive Debunking the leadership myth Nielsen calls for an end to leader based corporate hierarchies which foster secrecy encourage miscommunication and steal the joy and dignity from work His new paradigm is the peer based organization No matter how you feel about Nielsen s theory of leaderless organizations you are sure to find this book thought provoking It will challenge your assumptions about the role of leadership in modern organizations

Advances in Industrial and Labor Relations David Lewin, Bruce E. Kaufman, 2009-03-27 Highlights various aspects of industrial and labor relations This title includes alternative approaches to establishing an ownership culture accounting for union collective action through resource acquisition and mobilization union avoidance through double breasting and competing ethical conceptions of the minimum wage

Flexible Leadership Gary Yukl, Richard Lepsinger, 2004-03-29 If you are a manager or a training and development professional you need concrete suggestions for guiding your organization through rapidly changing conditions and difficult challenges Flexible Leadership offers a comprehensive theory that integrates findings from different disciplines and more than a half century of research and explains how leaders can effectively enhance the bottom line performance of their organizations The authors provide illustrative examples of effective and ineffective leadership including some from their own consulting experiences over the past 30 years in private and public sector organizations The book includes information about Leadership and management behaviors that can be used to enhance organizational performance Improvement programs management systems and structural forms that can be used to enhance organizational performance Integrating direct and indirect forms of leadership Balancing tradeoffs and competing demands related to performance Adapting leadership to changing situations Integrating leadership processes at different levels of an organization Competencies relevant for effective leadership

Liberating the Corporate Soul Richard Barrett, 2013-09-13 The two most critical issues for business today according to CEO s Barrett has

worked with are How to tap the deepest levels of creativity and the highest levels of productivity of our employees In a world where competition has become global successful companies are learning to build competitive advantage through their human capital In the 21st Century even that will not be enough Success will also hinge on whether in the eyes of the employees and society at large the organization is a trusted member of the community and a good global citizen Developing a values driven approach to business is quickly becoming essential for financial success Who you are and what you stand for are becoming just as important as what you sell

Laws of Communication Richard Schuttler, PhD,2009-03-30 The influence that workplace supervisors have on their workers is widely recognized In assessing organizational communication traits Laws of Communication presents the governing rules of the complex relationship between a leader employee and organizational performance With a spotlight as his model Dr Schuttler clearly outlines how the colors red yellow and green explain types of leadership and employee performance quality zones Contributions by twenty one supplemental authors from a broad range of countries industries and businesses make Laws of Communication an easy unique and beneficial guide for front line workers mid level supervisors and senior leaders alike

Management Christopher P. Neck,Jeffery D. Houghton,Emma L. Murray,2020-12-02 Management Third Edition introduces students to the planning organizing leading and controlling functions of management with an emphasis on how managers can cultivate an entrepreneurial mindset The text includes 34 cases profiling a wide range of companies including Lululemon Nintendo Netflix Trader Joe s and the NBA Authors Christopher P Neck Jeffrey D Houghton and Emma L Murray use a variety of examples applications and insights from real world managers to help students develop the knowledge mindset and skills they need to succeed in today s fast paced dynamic workplace This title is accompanied by a complete teaching and learning package

Cognitive Risk James Bone,Jessie H Lee,2023-04-18 Cognitive Risk is a book about the least understood but most pervasive risk to mankind human decision making Cognitive risks are subconscious and unconscious influence factors on human decision making heuristics and biases To understand the scope of cognitive risk we look at case studies corporate and organizational failure and the science that explains why we systemically make errors in judgment and repeat the same errors The book takes a multidisciplinary and pedestrian stroll through behavioral science with a light touch using stories to explain why we consistently make cognitive errors that not only increase risks but also simultaneously fail to recognize these errors in ourselves or our organizations This science has deep roots in organizational behavior psychology human factors cognitive science and behavioral science all influenced by classic philosophers and enabled through advanced analytics and artificial intelligence The point of the book is simple Humans persist with bounded rationality but as the speed of information data money and life in general accelerates we will need the right tools to not only keep pace but to survive and thrive In light of all these factors that complicate risk the book offers a foundational solution A cognitive risk framework for enterprise risk management and cyber security There are five pillars in a cognitive risk framework with five levels of maturity yet there is no

universally prescribed maturity level. It is more a journey of different paths. Each organization will pursue its own path but the goal is the same: to minimize the errors that could have been avoided. We explain why risks are hard to discuss and why we systematically ignore the aggregation of these risks hidden in collective decision making in an organization. The cognitive risk framework is a framework designed to explore the two most complex risks organizations face: uncertainty and decision making under uncertainty. The first pillar is cognitive governance, which is a structured approach for institutionalizing rational decision making across the enterprise. Each pillar is complimentary and builds on the next in a succession of continuous learning. There is no endpoint because the pillars evolve with technology. Enterprise risk is a team effort in risk intelligence grounded in a framework for good decision making. We close with a call to become designers of risk solutions enabled by the right technology and nurtured by collaboration. We hope you enjoy the book with this context.

The Spirit of Leadership Robert J. Spitzer, 2000. Many organizations have invested in the skills and structures of change but have forgotten the more intangible quality of spirit. As a result, their changes have been short-lived, their adaptability slow, and their ability to move to the next level nonexistent. The absence of spirit, even with all the right skills and structures, has prevented these organizations from developing a self-motivated desire to change for the common good. Indeed, the absence of spirit has led to abject resistance to change.

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