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KEY=WHO - PATRICK RACHAEL

Who Says Elephants Can't Dance? Leading a Great Enterprise through Dramatic Change *Harper Collins* Who Says Elephants Can't Dance? sums up Lou Gerstner's historic business achievement, bringing IBM back from the brink of insolvency to lead the computer business once again. Offering a unique case study drawn from decades of experience at some of America's top companies -- McKinsey, American Express, RJR Nabisco -- Gerstner's insights into management and leadership are applicable to any business, at any level. Ranging from strategy to public relations, from finance to organization, Gerstner reveals the lessons of a lifetime running highly successful companies. **Who Says Elephants Can't Dance? Inside IBM's Historic Turnaround** *Harper Collins* In 1990, IBM had its most profitable year ever. By 1993, the computer industry had changed so rapidly the company was on its way to losing \$16 billion and IBM was on a watch list for extinction -- victimized by its own lumbering size, an insular corporate culture, and the PC era IBM had itself helped invent. Then Lou Gerstner was brought in to run IBM. Almost everyone watching the rapid demise of this American icon presumed Gerstner had joined IBM to preside over its continued dissolution into a confederation of autonomous business units. This strategy, well underway when he arrived, would have effectively eliminated the corporation that had invented many of the industry's most important technologies. Instead, Gerstner took hold of the company and demanded the managers work together to re-establish IBM's mission as a customer-focused provider of computing solutions. Moving ahead of his critics, Gerstner made the hold decision to keep the company together, slash prices on his core product to keep the company competitive, and almost defiantly announced, "The last thing IBM needs right now is a vision." Who Says Elephants Can't Dance? tells the story of IBM's competitive and cultural transformation. In his own words, Gerstner offers a blow-by-blow account of his arrival at the company and

his campaign to rebuild the leadership team and give the workforce a renewed sense of purpose. In the process, Gerstner defined a strategy for the computing giant and remade the ossified culture bred by the company's own success. The first-hand story of an extraordinary turnaround, a unique case study in managing a crisis, and a thoughtful reflection on the computer industry and the principles of leadership, *Who Says Elephants Can't Dance?* sums up Lou Gerstner's historic business achievement. Taking readers deep into the world of IBM's CEO, Gerstner recounts the high-level meetings and explains the pressure-filled, no-turning-back decisions that had to be made. He also offers his hard-won conclusions about the essence of what makes a great company run. In the history of modern business, many companies have gone from being industry leaders to the verge of extinction. Through the heroic efforts of a new management team, some of those companies have even succeeded in resuscitating themselves and living on in the shadow of their former stature. But only one company has been at the pinnacle of an industry, fallen to near collapse, and then, beyond anyone's expectations, returned to set the agenda. That company is IBM. Lou Gerstner, Jr., served as chairman and chief executive officer of IBM from April 1993 to March 2002, when he retired as CEO. He remained chairman of the board through the end of 2002. Before joining IBM, Mr. Gerstner served for four years as chairman and CEO of RJR Nabisco, Inc. This was preceded by an eleven-year career at the American Express Company, where he was president of the parent company and chairman and CEO of its largest subsidiary. Prior to that, Mr. Gerstner was a director of the management consulting firm of McKinsey & Co., Inc. He received a bachelor's degree in engineering from Dartmouth College and an MBA from Harvard Business School. **Who Says Elephants Can't Dance? Leading a Great Enterprise Through Dramatic Change** *Zondervan* In 1990, IBM had its most profitable year ever. By 1993, the computer industry had changed so rapidly the company was on its way to losing \$16 billion and IBM was on a watch list for extinction -- victimized by its own lumbering size, an insular corporate culture, and the PC era IBM had itself helped invent. Then Lou Gerstner was brought in to run IBM. Almost everyone watching the rapid demise of this American icon presumed Gerstner had joined IBM to preside over its continued dissolution into a confederation of autonomous business units. This strategy, well underway when he arrived, would have effectively eliminated the corporation that had invented many of the industry's most important technologies. Instead, Gerstner took hold of the company and demanded the managers work together to re-establish IBM's mission as a customer-focused provider of computing solutions. Moving ahead of his critics, Gerstner made the hold decision to keep the company together, slash prices on his core product to keep the company competitive, and almost defiantly announced, "The last thing IBM needs right now is a vision." *Who Says Elephants Can't Dance?* tells the story of IBM's competitive and cultural transformation. In his own words, Gerstner offers a blow-by-blow account of his arrival at the company and his campaign to rebuild the leadership team and give the workforce a renewed sense of purpose. In the process, Gerstner defined a strategy for the computing giant and remade the ossified culture bred by the company's own success. The first-hand story of an extraordinary turnaround, a unique case study in managing a crisis, and a thoughtful reflection on the computer industry and the principles of leadership, *Who Says Elephants Can't Dance?* sums

up Lou Gerstner's historic business achievement. Taking readers deep into the world of IBM's CEO, Gerstner recounts the high-level meetings and explains the pressure-filled, no-turning-back decisions that had to be made. He also offers his hard-won conclusions about the essence of what makes a great company run. In the history of modern business, many companies have gone from being industry leaders to the verge of extinction. Through the heroic efforts of a new management team, some of those companies have even succeeded in resuscitating themselves and living on in the shadow of their former stature. But only one company has been at the pinnacle of an industry, fallen to near collapse, and then, beyond anyone's expectations, returned to set the agenda. That company is IBM. **Reinventing Education Entrepreneurship in America's Public Schools** NAL The Next Century Schools program was launched by the RJR Nabisco Foundation to fund bold ideas for fundamental change in public education. This is the landmark book about that program and the schools that have participated. Now is the time for action, and this book is about one thing only--solutions. **IBM Redux Lou Gerstner and the Business Turnaround of the Decade** Harper Collins A portrait of the architect of IBM's remarkable comeback shares the secret of his successful rejuvenation of a crippled giant in the 1980s into a player in the information services industry. Reprint. **Who Says Elephants Can't Dance? How I Turned Around IBM** HarperCollins UK This is CEO Louis V. Gerstner Jr's memoir about the turnaround of IBM and his transformation of the company into the industry leader of the computer age. He recalls the obstacles he faced, such as white-shirt hierarchy and rapidly declining sales, and reveals his tactics step by step. **Principles of War** Courier Corporation DIVThe most cited, most controversial, and most modern book on warfare. The author examines moral and psychological aspects of war: courage, audacity, self-sacrifice, the importance of morale and public opinion, more. /div **The Change Book Change the Way You Think about Change** American Society for Training and Development The Change Book provides a practical collection of tips and advice for anyone dealing with or managing organizational change. You will learn about change management, how to plan for change, how to create a communication strategy, and more. While not a comprehensive guide to leading change, this concise book contains an array of useful insights for change managers and is a great resource for people new to the concept or change. **Summary of Louis V. Gerstner, Jr.'s Who Says Elephants Can't Dance?** Everest Media LLC Please note: This is a companion version & not the original book. Sample Book Insights: #1 On December 14, 1992, I had just returned from one of those always well-intentioned but rarely stimulating charity dinners that are part of a New York City CEO's life. I had not been in my Fifth Avenue apartment more than five minutes when my phone rang with a call from the concierge desk downstairs. It was nearly 10 P. M. The concierge said, Mr. Burke wants to see you as soon as possible this evening. #2 In 1993, IBM was looking for a new CEO. The search committee hired two recruiting firms to find the best candidates. I met with Burke and his fellow search committee member, Tom Murphy, then CEO of Cap Cities/ABC. I told them that I was not qualified for the position, and that I did not want to proceed any further with the process. #3 I was skeptical of IBM, as I read what the press, Wall Street, and the Silicon Valley computer visionaries and pundits were saying about them. They had written a book, Computer Wars, that took a grim

view of IBM's prospects. #4 I had been drawn to a challenge ever since I left Harvard Business School. The IBM proposition was daunting, but it was also intriguing. I wanted to meet with Paul Rizzo, an executive at IBM in the 1980s, to see how the company was planning for the future. **Wired to Care How Companies Prosper When They Create Widespread Empathy** *FT Press* In this essential and illuminating book, top business strategist Dev Patnaik tells the story of how organizations of all kinds prosper when they tap into a power each of us already has: empathy, the ability to reach outside of ourselves and connect with other people. When people inside a company develop a shared sense of what's going on in the world, they see new opportunities faster than their competitors. They have the courage to take a risk on something new. And they have the gut-level certitude to stick with an idea that doesn't take off right away. People are "Wired to Care," and many of the world's best organizations are, too. In pursuit of this idea, Patnaik takes readers inside big companies like IBM, Target, and Intel to see widespread empathy in action. But he also goes to farmers' markets and a conference on world religions. He dives deep into the catacombs of the human brain to find the biological sources of empathy. And he spends time on both sides of the political aisle, with James Carville, the Ragin' Cajun, and John McCain, a national hero, to show how empathy can give you the acuity to cut through a morass of contradictory information. *Wired to Care* is a compelling tale of the power that people have to see the world through each other's eyes, told with passion for the possibilities that lie ahead if leaders learn to stop worrying about their own problems and start caring about the world around them. As Patnaik notes, in addition to its considerable economic benefits, increasing empathy for the people you serve can have a personal impact, as well: It just might help you to have a better day at work. **Streetlights and Shadows Searching for the Keys to Adaptive Decision Making** *MIT Press* An expert explains how the conventional wisdom about decision making can get us into trouble—and why experience can't be replaced by rules, procedures, or analytical methods. In making decisions, when should we go with our gut and when should we try to analyze every option? When should we use our intuition and when should we rely on logic and statistics? Most of us would probably agree that for important decisions, we should follow certain guidelines—gather as much information as possible, compare the options, pin down the goals before getting started. But in practice we make some of our best decisions by adapting to circumstances rather than blindly following procedures. In *Streetlights and Shadows*, Gary Klein debunks the conventional wisdom about how to make decisions. He takes ten commonly accepted claims about decision making and shows that they are better suited for the laboratory than for life. The standard advice works well when everything is clear, but the tough decisions involve shadowy conditions of complexity and ambiguity. Gathering masses of information, for example, works if the information is accurate and complete—but that doesn't often happen in the real world. (Think about the careful risk calculations that led to the downfall of the Wall Street investment houses.) Klein offers more realistic ideas about how to make decisions in real-life settings. He provides many examples—ranging from airline pilots and weather forecasters to sports announcers and Captain Jack Aubrey in Patrick O'Brian's *Master and Commander* novels—to make his point. All these decision makers saw things that others didn't. They used their expertise

to pick up cues and to discern patterns and trends. We can make better decisions, Klein tells us, if we are prepared for complexity and ambiguity and if we will stop expecting the data to tell us everything. **How to Think Like an Entrepreneur** *Picador* Explore how entrepreneurial thinking can dramatically improve your work, life and relationships Having the drive, ambition and inspiration to start a new business takes a special mind-set and self-confidence—think Steve Jobs, Elon Musk, Mark Zuckerberg. It's no wonder that we regard successful entrepreneurs as modern-day magicians, transforming sometimes-radical ideas into global brands that change the way we live our lives. But what if that spirit and drive were applied to the world outside of business start-ups? An entrepreneur seeks to build something from nothing, to take an inspired idea and make it a reality. In *How to Think Like an Entrepreneur*, Philip Delves Broughton will explore what it takes to be a successful entrepreneur—the ability to disrupt the status quo and generate fresh perspectives—and ultimately lead us to the heart of great entrepreneurial thinking: an understanding of our deepest human needs. By harnessing the passion, verve and limitless imagination of an entrepreneur, this book will show you new ways to improve your business, but also your life and relationships. "Self-help books for the rest of us." - The New York Times **Play Nice But Win A CEO's Journey from Founder to Leader** *Penguin* WALL STREET JOURNAL BESTSELLER From Michael Dell, renowned founder and chief executive of one of America's largest technology companies, the inside story of the battles that defined him as a leader In 1984, soon-to-be college dropout Michael Dell hid signs of his fledgling PC business in the bathroom of his University of Texas dorm room. Almost 30 years later, at the pinnacle of his success as founder and leader of Dell Technologies, he found himself embroiled in a battle for his company's survival. What he'd do next could ensure its legacy—or destroy it completely. *Play Nice But Win* is a riveting account of the three battles waged for Dell Technologies: one to launch it, one to keep it, and one to transform it. For the first time, Dell reveals the highs and lows of the company's evolution amidst a rapidly changing industry—and his own, as he matured into the CEO it needed. With humor and humility, he recalls the mentors who showed him how to turn his passion into a business; the competitors who became friends, foes, or both; and the sharks that circled, looking for weakness. What emerges is the long-term vision underpinning his success: that technology is ultimately about people and their potential. More than an honest portrait of a leader at a crossroads, *Play Nice But Win* is a survival story proving that while anyone with technological insight and entrepreneurial zeal might build something great—it takes a leader to build something that lasts. **The E-Myth Manager Leading Your Business Through Turbulent** *Harper Collins* More than ten years after his first bestselling book, *The E-Myth*, changed the lives of hundreds of thousands of small business owners, Michael Gerber—entrepreneur, author, and speaker extraordinaire—res the next salvo in his highly successful *E-Myth Revolution*. Drawing on lessons learned from working with more than 15,000 small, medium-sized, and very large organisations, Gerber has discovered the truth behind why management doesn't work and what to do about it. Unearthing the arbitrary origins of commonly held doctrines such as the omniscience of leader (Emperor) and the most widely embraced myth of all—the *E-Myth Manager* offers a fresh, provocative alternative to management as we know it. It explores why every manager must take charge of his own life,

reconcile his own personal vision with that of the organisation, and develop an entrepreneurial mind-set to achieve true success.

Mixing Secrets for the Small Studio *Routledge* Discover how to achieve release-quality mixes even in the smallest studios by applying power-user techniques from the world's most successful producers. *Mixing Secrets for the Small Studio* is the best-selling primer for small-studio enthusiasts who want chart-ready sonics in a hurry. Drawing on the back-room strategies of more than 160 famous names, this entertaining and down-to-earth guide leads you step-by-step through the entire mixing process. On the way, you'll unravel the mysteries of every type of mix processing, from simple EQ and compression through to advanced spectral dynamics and "fairy dust" effects. User-friendly explanations introduce technical concepts on a strictly need-to-know basis, while chapter summaries and assignments are perfect for school and college use. ■ Learn the subtle editing, arrangement, and monitoring tactics which give industry insiders their competitive edge, and master the psychological tricks which protect you from all the biggest rookie mistakes. ■ Find out where you don't need to spend money, as well as how to make a limited budget really count. ■ Pick up tricks and tips from leading-edge engineers working on today's multi-platinum hits, including Derek "MixedByAli" Ali, Michael Brauer, Dylan "3D" Dresdow, Tom Elmhirst, Serban Ghenea, Jacquire King, the Lord-Alge brothers, Tony Maserati, Manny Marroquin, Noah "50" Shebib, Mark "Spike" Stent, DJ Swivel, Phil Tan, Andy Wallace, Young Guru, and many, many more... Now extensively expanded and updated, including new sections on mix-buss processing, mastering, and the latest advances in plug-in technology.

Leadership Sphere The minutes and hours following 11th September terror attacks on the World Trade Center posed the greatest challenge to governance in New York City's history. Mayor Rudolph Giuliani had barely escaped with his life in the collapse of the first tower. Fires burned furiously near the site as the other buildings verged on collapse. Air Force fighter jets criss-crossed the sky to ward off other attacks. And yet in those moments after the calamity, and in the following days and months, Mayor Giuliani not only steered the city through the crisis, but did so with an assurance and authority that was hailed around the world as a model of courageous leadership. In *LEADERSHIP*, Giuliani describes vividly the chaos and horror of the twin-towers catastrophe, and explains how the rules of management he enforced as Mayor enabled him to gain control of the emergency. These are also the rules, Giuliani makes clear, that anyone in a leadership position - from the head of a large corporation to the owner of a corner shop - can use to inspire others and achieve concrete results.

The Maverick and His Machine Thomas Watson, Sr. and the Making of IBM *John Wiley & Sons* The first complete look at one of America's legendary business leaders This groundbreaking biography by Kevin Maney, acclaimed technology columnist for USA Today, offers fresh insight and new information on one of the twentieth century's greatest business figures. Over the course of forty-two years, Thomas J. Watson took a failing business called The Computer-Tabulating-Recording Company and transformed it into IBM, the world's first and most famous high-tech company. *The Maverick and His Machine* is the first modern biography of this business titan. Maney secured exclusive access to hundreds of boxes of Watson's long-forgotten papers, and he has produced the only complete picture of Watson the man and Watson the legendary business leader. These uncovered documents reveal new information about how

Watson bet the company in the 1920s on tabulating machines-the forerunners to computers-and how he daringly beat the Great Depression of the 1930s. The documents also lead to new insights concerning the controversy that has followed Watson: his supposed collusion with Adolf Hitler's Nazi regime. Maney paints a vivid portrait of Watson, uncovers his motivations, and offers needed context on his mammoth role in the course of modern business history. Jim Collins, author of the bestsellers *Good to Great* and *Built to Last*, writes in the Foreword to Maney's book: "Leaders like Watson are like forces of nature-almost terrifying in their release of energy and unpredictable volatility, but underneath they still adhere to certain patterns and principles. The patterns and principles might be hard to see amidst the melee, but they are there nonetheless. It takes a gifted person of insight to highlight those patterns, and that is exactly what Kevin Maney does in this book." *The Maverick and His Machine* also includes never-before-published photos of Watson from IBM's archives, showing Watson in greater detail than any book ever has before. Essential reading for every businessperson, tech junkie, and IBM follower, the book is also full of the kind of personal detail and reconstructed events that make it a page-turning story for general readers. *The Maverick and the Machine* is poised to be one of the most important business biographies in years. Kevin Maney is a nationally syndicated, award-winning technology columnist at USA Today, where he has been since 1985. He is a cover story writer whose story about IBM's bet-the-company move gained him national recognition. He was voted best technology columnist by the business journalism publication TJFR. Marketing Computers magazine has four times named him one of the most influential technology columnists. He is the author of Wiley's MEGAMEDIA SHAKEOUT: The Inside Story of the Leaders and the Losers in the Exploding Communications Industry, which was a Business Week Bestseller. Residence: Clifton, VA . "Watson was clearly a genius with a thousand helpers, yet he managed to build an institution that could transcend the genius."-from the Foreword by Jim Collins "Like all great biographers, Kevin Maney gives us an engaging story . . .his fascinating and definitive book about IBM's founder is replete with amazing revelations and character lessons that resonate today."-Rosabeth Moss Kanter, Harvard Business School, bestselling author of *Evolve!* and *When Giants Learn to Dance* **Good to Great Why Some Companies Make the Leap...And Others Don't** *Harper Collins* *The Challenge Built to Last*, the defining management study of the nineties, showed how great companies triumph over time and how long-term sustained performance can be engineered into the DNA of an enterprise from the very beginning. But what about the company that is not born with great DNA? How can good companies, mediocre companies, even bad companies achieve enduring greatness? The Study For years, this question preyed on the mind of Jim Collins. Are there companies that defy gravity and convert long-term mediocrity or worse into long-term superiority? And if so, what are the universal distinguishing characteristics that cause a company to go from good to great? The Standards Using tough benchmarks, Collins and his research team identified a set of elite companies that made the leap to great results and sustained those results for at least fifteen years. How great? After the leap, the good-to-great companies generated cumulative stock returns that beat the general stock market by an average of seven times in fifteen years, better than twice the results delivered by a composite index of the world's greatest companies, including Coca-Cola,

Intel, General Electric, and Merck. The Comparisons The research team contrasted the good-to-great companies with a carefully selected set of comparison companies that failed to make the leap from good to great. What was different? Why did one set of companies become truly great performers while the other set remained only good? Over five years, the team analyzed the histories of all twenty-eight companies in the study. After sifting through mountains of data and thousands of pages of interviews, Collins and his crew discovered the key determinants of greatness -- why some companies make the leap and others don't. The Findings The findings of the Good to Great study will surprise many readers and shed light on virtually every area of management strategy and practice. The findings include: Level 5 Leaders: The research team was shocked to discover the type of leadership required to achieve greatness. The Hedgehog Concept (Simplicity within the Three Circles): To go from good to great requires transcending the curse of competence. A Culture of Discipline: When you combine a culture of discipline with an ethic of entrepreneurship, you get the magical alchemy of great results. Technology Accelerators: Good-to-great companies think differently about the role of technology. The Flywheel and the Doom Loop: Those who launch radical change programs and wrenching restructurings will almost certainly fail to make the leap. "Some of the key concepts discerned in the study," comments Jim Collins, "fly in the face of our modern business culture and will, quite frankly, upset some people." Perhaps, but who can afford to ignore these findings? **Father, Son & Co. My Life at IBM and Beyond** Bantam In this eloquent first-person account of a family drama that changed the face of American business, the man who transformed IBM into the world's largest computer company reflects on his lifelong partnership with his father--and how their management style and shared dedication to excellence united to create a unique corporate culture that became the blueprint for the entire technology boom. In the course of sixty years Thomas J. Watson Sr. and his son, Thomas J. Watson Jr., together built the international colossus that is IBM. This is their story: a riveting and revealing account of two men who loved each other--and fought each other--with a terrible fierceness. But along with the story of a father and son, this is IBM's story too. It chronicles the management insights that shaped its course and its unique corporate culture, the style that made Thomas Watson Sr. one of America's most charismatic bosses, and the daring decisions by Thomas Watson Jr. that transformed IBM into the world's largest computing company. One of the greatest business-success stories of all time, Father, Son & Co. is a moving lesson for fathers who dream for their children, as well as a testament to American ingenuity and values, told in a disarmingly frank and eloquent voice. Promising to remain an important business reference as we move into the next century, FATHER, SON & CO. takes a look at the management insight that helped to shape IBM's course and unique corporate culture. It looks at Watson, Sr., one of America's most charismatic bosses, and Watson, Jr., who spurred IBM into the computer age. Ten years after its original publication, FATHER, SON & CO. remains a uniquely honest book. Watson's willingness to write about the loving but ferociously combative relationship he had with his father and the turbulent battles behind some of IBM's most far-reaching decisions gives readers rare insights into the realities of leadership. --> **Elephants Can't Jump!** Andersen Press USA When the other baby animals laugh at Elephant for not being able to

jump, he sets out to prove them wrong. Hard as he tries, he just can't jump. But then he realizes that he can do something else that no other animal can do . . . **Practice What You Preach What Managers Must Do To Create A High-achievement Culture**

Simon and Schuster In today's highly competitive realm of professional service firms, the quest for individual stardom is at an all-time high. The temptation to rack up the most billable hours and out-perform one's fellow advisers is often irresistible. But it is also shortsighted and terribly counterproductive, according to world-renowned authority and acclaimed author David Maister. In this groundbreaking book, Maister issues a much-needed wake-up call to today's professional service firms. Arguing that a far greater contribution to a firm's success can come from those who find fulfilment in seeing other's succeed rather than those who assume the role of "most valuable player". The author outlines and discusses in detail the nine key "people" issues upon which successfully managed and profitable organisations rely. Supporting his findings with a range of compelling data, Maister demonstrates how and why firms that emphasise the highest standards of employee professionalism are invariably more financially successful than those that don't.

Who Says Elephants Can't Dance? Inside IBM's Historic Turnaround In 1990, IBM had its most profitable year ever. By 1993, the computer industry had changed so rapidly the company was on its way to losing \$16 billion and IBM was on a watch list for extinction -- victimized by its own lumbering size, an insular corporate culture, and the PC era IBM had itself helped invent. Then Lou Gerstner was brought in to run IBM. Almost everyone watching the rapid demise of this American icon presumed Gerstner had joined IBM to preside over its continued dissolution into a confederation of autonomous business units. This strategy, well underway when he arrived, would have effectively eliminated the corporation that had invented many of the industry's most important technologies. Instead, Gerstner took hold of the company and demanded the managers work together to re-establish IBM's mission as a customer-focused provider of computing solutions. Moving ahead of his critics, Gerstner made the hold decision to keep the company together, slash prices on his core product to keep the company competitive, and almost defiantly announced, "The last thing IBM needs right now is a vision." Who Says Elephants Can't Dance? tells the story of IBM's competitive and cultural transformation. In his own words, Gerstner offers a blow-by-blow account of his arrival at the company and his campaign to rebuild the leadership team and give the workforce a renewed sense of purpose. In the process, Gerstner defined a strategy for the computing giant and remade the ossified culture bred by the company's own success. The first-hand story of an extraordinary turnaround, a unique case study in managing a crisis, and a thoughtful reflection on the computer industry and the principles of leadership, Who Says Elephants Can't Dance? sums up Lou Gerstner's historic business achievement. Taking readers deep into the world of IBM's CEO, Gerstner recounts the high-level meetings and explains the pressure-filled, no-turning-back decisions that had to be made. He also offers his hard-won conclusions about the essence of what makes a great company run. In the history of modern business, many companies have gone from being industry leaders to the verge of extinction. Through the heroic efforts of a new management team, some of those companies have even succeeded in resuscitating themselves and living on in the shadow of their former stature. But only one

company has been at the pinnacle of an industry, fallen to near collapse, and then, beyond anyone's expectations, returned to set the agenda. That company is IBM. Lou Gerstner, Jr., served as chairman and chief executive officer of IBM from April 1993 to March 2002, when he retired as CEO. He remained chairman of the board through the end of 2002. Before joining IBM, Mr. Gerstner served for four years as chairman and CEO of RJR Nabisco, Inc. This was preceded by an eleven-year career at the American Express Company, where he was president of the parent company and chairman and CEO of its largest subsidiary. Prior to that, Mr. Gerstner was a director of the management consulting firm of McKinsey & Co., Inc. He received a bachelor's degree in engineering from Dartmouth College and an MBA from Harvard Business School. **The Myth of Excellence Why Great Companies Never Try to Be the Best at Everything**

Currency The Undiscovered Consumer . . . and the Mistake of Universal Excellence What do customers really want? And how can companies best serve them? Fred Crawford and Ryan Mathews set off on what they describe as an "expedition into the commercial wilderness" to find the answers. What they discovered was a new consumer -- one whom very few companies understand, much less manufacture products for or sell products or services to. These consumers are desperately searching for values, a scarce resource in our rapidly changing and challenging world. And increasingly they are turning to business to reaffirm these values. As one consumer put it: "I can find value everywhere but can't find values anywhere." Crawford and Mathews's initial inquiries eventually grew into a major research study involving more than 10,000 consumers, interviews with executives from scores of leading companies around the world, and dozens of international client engagements. Their conclusion: Most companies priding themselves on how well they "know" their customers aren't really listening to them at all. Consumers are fed up with all the fuss about "world-class performance" and "excellence." What they are aggressively demanding is recognition, respect, trust, fairness, and honesty. Believing that they are still in a position to dictate the terms of commercial engagement, businesses have bought into the myth of excellence -- the clearly false and destructive theory that a company ought to be great at everything it does, that is, all the components of every commercial transaction: price, product, access, experience, and service. This is always a mistake because "the predictable outcome [is] that the company ends up world-class at nothing; not well-differentiated and therefore not thought of by consumers at the moment of need." Instead, Crawford and Mathews suggest that companies engage in Consumer Relevancy, a strategy of dominating in one element of a transaction, differentiating on a second, and being at industry par (i.e., average) on the remaining three. It's not necessary for businesses to equally invest time and money on all five attributes, and their customers don't want them to. Imagine the confusion if Tiffany & Co. started offering deep discounts on diamonds and McDonald's began selling free-range chicken and tofu. The Myth of Excellence provides a blueprint for companies seeking to offer values-based products and services and shows how to realize the commercial opportunities that exist just beyond their current grasp -- opportunities to reduce operating costs, boost bottom-line profitability, and, most important, begin to engage in a meaningful dialogue with customers. **Elephants Cannot Dance!** Piggy loves to dance and wants to teach everyone, including her best friend, Gerald the elephant. **Get Better Or Get Beaten! 29 Leadership**

Secrets from GE's Jack Welch *McGraw-Hill Companies* *Get Better or Get Beaten*, 2nd edition, is a thorough revision of one of the best selling Jack Welch books ever published. First published in hardcover in 1994, that book sold close to 100,000 copies through all channels. Unlike other books on Welch, this is a short, fast-paced book that reads like a manager's little instruction book. This book, which Welch has told us he refers to when he has to give a speech, includes the principles and techniques that helped make GE one of the world's most competitive companies. **Jack Straight from the Gut** *Business Plus* In an anticipated book on business management for our time, Jack Welch surveys the landscape of his career running General Electric, one of the world's largest and most successful corporations. Here he reveals his philosophy and management style. **Execution The Discipline of Getting Things Done** *Currency* #1 NEW YORK TIMES BESTSELLER • More than two million copies in print! The premier resource for how to deliver results in an uncertain world, whether you're running an entire company or in your first management job. "A must-read for anyone who cares about business."—The New York Times When Execution was first published, it changed the way we did our jobs by focusing on the critical importance of "the discipline of execution": the ability to make the final leap to success by actually getting things done. Larry Bossidy and Ram Charan now reframe their empowering message for a world in which the old rules have been shattered, radical change is becoming routine, and the ability to execute is more important than ever. Now and for the foreseeable future: • Growth will be slower. But the company that executes well will have the confidence, speed, and resources to move fast as new opportunities emerge. • Competition will be fiercer, with companies searching for any possible advantage in every area from products and technologies to location and management. • Governments will take on new roles in their national economies, some as partners to business, others imposing constraints. Companies that execute well will be more attractive to government entities as partners and suppliers and better prepared to adapt to a new wave of regulation. • Risk management will become a top priority for every leader. Execution gives you an edge in detecting new internal and external threats and in weathering crises that can never be fully predicted. Execution shows how to link together people, strategy, and operations, the three core processes of every business. Leading these processes is the real job of running a business, not formulating a "vision" and leaving the work of carrying it out to others. Bossidy and Charan show the importance of being deeply and passionately engaged in an organization and why robust dialogues about people, strategy, and operations result in a business based on intellectual honesty and realism. With paradigmatic case histories from the real world—including examples like the diverging paths taken by Jamie Dimon at JPMorgan Chase and Charles Prince at Citigroup—Execution provides the realistic and hard-nosed approach to business success that could come only from authors as accomplished and insightful as Bossidy and Charan. **Competing on Value** *Amacom Books* Presents a new approach to selling that emphasizes not competing on the basis of the best price, but the highest value--i.e. demonstrating to current and prospective customers that using your products or services will either cut their costs or improve their revenues. Distributed by Gale. Annotation copyrighted by Book News, Inc., Portland, OR **The Power Principle Influence With Honor** *Simon and Schuster* A guide on how to

influence people without coercion or fear explains how to get people to respect who you are, what you stand for, and where you want to get in life **Onward How Starbucks Fought for Its Life without Losing Its Soul** *Rodale Books* In this #1 New York Times bestseller, the CEO of Starbucks recounts the story and leadership lessons behind the global coffee company's comeback and continued success. In 2008, Howard Schultz decided to return as the CEO of Starbucks to help restore its financial health and bring the company back to its core values. In *Onward*, he shares this remarkable story, revealing how, during one of the most tumultuous economic periods in American history, Starbucks again achieved profitability and sustainability without sacrificing humanity. Offering you a snapshot of the recession that left no company unscathed, the book shows in riveting detail how one company struggled and recreated itself in the midst of it all. In addition, you'll get an inside look into Schultz's central leadership philosophy: It's not about winning, it's about the right way to win. *Onward* is a compelling, candid narrative documenting the maturing of a brand as well as a businessman. Ultimately, Schultz gives you a sense of hope that, no matter how tough times get, the future can be more successful than the past. **The Money Class How to Stand in Your Truth and Create the Future You Deserve** *Random House* The #1 New York Times bestseller, now revised and updated, filled with tools and advice that can take you from a place of financial fear to a place of financial security. WHAT WILL YOU LEARN IN THE MONEY CLASS? How to find the courage to stand in your truth and why it is a place of power. What daily actions will restore the word "hope" to your vocabulary. Everything you need to know about taking care of your family, your home, your career, and planning for retirement—no matter where you are in your life or where the economy is heading. In nine electrifying, empowering classes, Suze Orman teaches us how to navigate these unprecedented financial times. With her trademark directness, she shows us how to tackle the complicated mix of money and family, how to avoid making costly mistakes in real estate, and how to get traction in your career or rebuild after a professional setback. And in what is the most comprehensive retirement resource available today, Suze presents an attainable strategy, for every reader, at every age. In *The Money Class* you will learn what you need to know in order to feel hopeful, once again, about your future. **The Power of WOW How to Electrify Your Work and Your Life by Putting Service First** *BenBella Books* Happy customers. Passionate employees. A highly recognizable brand known for delivering on its promises. That's the power of WOW. From its birth during the Dot Com Boom in 1999 to its acquisition by Amazon in 2009, Zappos, the customer service company that just happens to sell things online, continues to turn heads with its disruptively entrepreneurial spirit and radically innovative employees. Ever unfolding throughout two decades, Zappos continues to outlive the seemingly inevitable short lifespan of the average corporate company. How do they do it? In *The Power of WOW*, the essential follow-up to Tony Hsieh's *Delivering Happiness*, Zapponians from every part of the business share powerful stories and lessons that they have learned in business and life—from delivering empathetic customer service in the face of devastating circumstances to creating a self-organized organizational structure using Market-Based Dynamics and everything in between. Fast-paced and filled with authentic, diverse voices, *The Power of WOW* gives readers an exclusive and immersive understanding of how

one company is finding resilience. This glimpse inside the world of Zappos shows how a self-organized company is opening up avenues for passionate individuals to unleash their undiscovered strengths in the workplace and evolve the business from the inside out. Whether you are a customer, an employee, a business leader, shareholder, entrepreneur, or just happened to pick up this book, *The Power of WOW* will, ultimately, show how leading and infusing humanity into the workplace can change everything in your business, your community, and your life. **A New Brand World Eight Principles for Achieving Brand Leadership in the Twenty-First Century** *Penguin* What does it really take to succeed in business today? In *A New Brand World*, Scott Bedbury, who helped make Nike and Starbucks two of the most successful brands of recent years, explains this often mysterious process by setting out the principles that helped these companies become leaders in their respective industries. With illuminating anecdotes from his own in-the-trenches experiences and dozens of case studies of other winning—and failed—branding efforts (including Harley-Davidson, Guinness, The Gap, and Disney), Bedbury offers practical, battle-tested advice for keeping any business at the top of its game. **Summary: Who Says Elephants Can't Dance? Review and Analysis of Gerstner's Book The 100 Best Business Books of All Time What They Say, Why They Matter, and How They Can Help You** *Penguin* Thousands of business books are published every year—Here are the best of the best After years of reading, evaluating, and selling business books, Jack Covert and Todd Sattersten are among the most respected experts on the category. Now they have chosen and reviewed the one hundred best business titles of all time—the ones that deliver the biggest payoff for today's busy readers. *The 100 Best Business Books of All Time* puts each book in context so that readers can quickly find solutions to the problems they face, such as how best to spend *The First 90 Days* in a new job or how to take their company from Good to Great. Many of the choices are surprising—you'll find reviews of *Moneyball* and *Orbiting the Giant Hairball*, but not Jack Welch's memoir. At the end of each review, Jack and Todd direct readers to other books both inside and outside *The 100 Best*. And sprinkled throughout are sidebars taking the reader beyond business books, suggesting movies, novels, and even children's books that offer equally relevant insights. This guide will appeal to anyone, from entry-level to CEO, who wants to cut through the clutter and discover the brilliant books that are truly worth their investment of time and money. **Coming Home to Yourself A Meditator's Guide to Blissful Living** *Harmony* A beautifully illustrated collection of mindfulness exercises for grounding, relaxation, and finding inner peace, from contemporary mystic Osho All of us have experienced moments of "coming home"—feeling relaxed, grounded, free of the restlessness that characterizes so much of our everyday lives. These moments can arise in nature or in the depths of an activity we enjoy, alone or together with people we love. They show us that we are exactly where we are supposed to be. The meditations in *Coming Home to Yourself* were selected from Osho's hundreds of public talks and intimate conversations. These passages are designed to be a companion on the journey toward transforming our rare moments of "at-home-ness" into an undercurrent that permeates all aspects of our lives. They offer guidance about meditation and specific techniques to try, insights into the habits that keep us tense and conflicted, and what life might look like if we recognize those habits and let them

go. Exercises include activating your awareness, opening the heart, learning to relax and concentrate in order to reap the benefits of meditation, and freeing the brain from mental blocks. Featuring whimsical full color illustrations throughout, *Coming Home to Yourself* invites the reader to dip into the meditations at any point or read the book in sequence for a true homecoming experience. **Blackflies** *Scholastic Canada* Springtime is wonderful -- except for the gazillion blackflies and mosquitoes. But Helen has a plan . . . **How to Talk to Anyone, Anytime, Anywhere The Secrets of Good Communication** *Crown* Some find talking to others uncomfortable, difficult, or intimidating. Here is a way to overcome these communication challenges. HOW TO TALK TO ANYONE, ANYTIME, ANYWHERE is the key to building confidence and improving communication skills. Written by Larry King, this guide provides simple and practical advice to help make communication easier, more successful, and even more enjoyable. Anecdotes from a life spent talking--on television, radio, and in person,--add to the fun and value of the book. Learn what famous talkers say and how the way they say it makes them so successful. Lessons include: • How to overcome shyness and put other people at ease • How to choose an appropriate conversation topic for any situation • How to ace a job interview, run a meeting, and mingle at a cocktail party • What the most successful conversationalists have in common • The one great question you can ask to enhance your conversation with anyone, anytime, anywhere **Winning the Brain Game: Fixing the 7 Fatal Flaws of Thinking** *McGraw Hill Professional* Mindful thinking is the new competitive edge Science confirms the distinction between the biological brain and the conscious mind. Each day, a game of mind versus matter plays out on a field defined by the problems we must solve. Most are routine, and don't demand a more mindful approach. It's when we're faced with more difficult challenges that our thinking becomes vulnerable to brain patterns that can lead us astray. We leap to solutions that simply don't work. We fixate on old mindsets that keep us stuck in neutral. We overthink problems and make them worse. We kill the ideas of others, as well as our own. Worse, we keep doing these things, over and over again, naturally and instinctively. But it doesn't have to be that way. In *Winning the Brain Game*, author and creative strategist Matthew E. May explains these and other "fatal flaws" of thinking, catalogued over the course of ten years and hundreds of interactive creative sessions in which he gave more than 100,000 professionals a thought challenge based on a real case far less complex than their everyday problems. Not only did less than 5% arrive at the best and most elegant solution, but the solutions given were remarkably similar, revealing seven observable problem-solving patterns that can block our best thinking. Calling on modern neuroscience and psychology to help explain the seven fatal flaws, May draws insights from some of the world's most innovative thinkers. He then blends in a super-curated, field-tested set of "fixes" proven through hundreds of creative sessions to raise our thinking game to a more mindful level. Regardless of playing field, mindful thinking is the new competitive advantage, and the seven fixes are a magic set of tools for achieving it. *Winning the Brain Game* will lead you to better decision-making, higher levels of creativity, clearer strategies, and overall success in business, work and life. Matthew E. May is a five-time author and recognized thought leader on strategy and innovation. A popular speaker, facilitator, and seminar leader, he confidentially coaches executives, artists, and athletes.

and conducts custom thinking sessions for leading organizations all over the world. **The Elephant And The Flea** *Random House* Bookseller Charles Handy's best-selling new book looks at how individuals (the fleas in his analogy) relate to multi-national conglomerates (the elephants). In addition to addressing how and why we work today, he covers a wide range of preoccupations and issues including the increasing fear of big business: 'it is easy to see why many observers think that the big corporations are now both richer and more powerful than many nation states. They worry that these new corporate states are accountable to no-one - that their financial clout makes governments beholden to them ... The elephants, people feel, are out of control.'