The Knowing Doing Gap How Smart Companies Turn Knowledge Into Action

What do you want me to do? This question is the enduring management issue, a perennial problem that Stephen Bungay shows has an old solution that is counter-intuitive and yet common sense. The Art of Action is a thought-provoking and fresh look at how managers can turn planning into execution, and execution into results. Drawing on his experience as a consultant, senior manager and a highly respected military historian, Stephen Bungay takes a close look at the nineteenth-century Prussian Army, which built its agility on the initiative of its highly empowered junior officers, to show business leaders how they can build more effective, productive organizations. Based on a theoretical framework which has been tested in practice over 150 years, Bungay shows how the approach known as 'mission command' has been applied in businesses as diverse as pharmaceuticals and F1 racing today. The Art of Action is scholarly but engaging, rigorous but pragmatic, and shows how common sense can sometimes be surprising.

"In this timely, provocative book, Jeffrey Pfeffer contends that many modern management commonalities such as long hours, work-family conflict, and economic insecurity are toxic to employees--hurting engagement, increasing turnover, and destroying people's physical and emotional health--while also being inimical to company performance. He argues that human sustainability should be as important as environmental stewardship. You don't have to do a physically dangerous job to confront a health-destroying, possibly life-threatening workplace....In "Dying for a Paycheck", Jeffrey Pfeffer marshals a vast trove of evidence and numerous examples from all over the world to expose the infuriating truth about modern work life: even as organizations allow management practices that actually sicken and kill their employees, those policies do not enhance productivity or the bottom line, thereby creating a lose-lose situation. Exploring a range of important topics, including layoffs, health insurance, work-family conflict, work hours, job autonomy, and why people remain in toxic environments, Pfeffer offers guidance and practical solutions that all of us--employees, employers, and the government--can use to enhance workplace well-being. We must wake up to the dangers and enormous costs to today's workplace, Pfeffer argues. "Dying for a Paycheck" is a clarion call for a social movement focused on human sustainability. Pfeffer makes clear that the environment we work in is just as important as the one we live in, and with this urgent book he opens our eyes and shows how we can make our workplaces healthier and better."--jacket flaps

Now with a new chapter that focuses on what great bosses really do. Dr. Sutton reveals new insights that he's learned since the writing of Good Boss, Bad Boss. Sutton adds revelatory thoughts about such legendary bosses as Ed Catmull, Steve Jobs, A.G. Lafley, and many more, and how you can implement their techniques. If you are a boss who wants to do great work, what can you do about it? Good Boss, Bad Boss is devoted to answering that question. Stanford Professor Robert Sutton weaves together the best psychological and management research with compelling stories and cases to reveal the mindset and moves of the best (and worst) bosses. This book was inspired by the deluge of emails, research, phone calls, and conversations that Dr. Sutton experienced after publishing his blockbuster bestseller The No Asshole Rule. He realized that most of these stories and studies swirled around a central figure in every workplace: THE BOSS. These heart-breaking, inspiring, and sometimes funny stories taught Sutton that most bosses - and their followers - wanted a lot more than just a jerk-free workplace. They aspired to become (or work for) an all-around great boss, somebody with the skill and grit to inspire superior work, commitment, and dignity among their charges. As Dr. Sutton digs into the nitty-gritty of what the best (and worst) bosses do, a theme runs throughout Good Boss, Bad Boss - which brings together the diverse lessons and is a hallmark of great bosses: They work doggedly to "stay in tune" with how their followers (and superiors, peers, and customers too) react to what they say and do. The best bosses are acutely aware that their success depends on having the self-awareness to control their moods and moves, to accurately interpret their impact on others, and to make adjustments on the fly that continuously spark effort, dignity, and pride among their people.

A bold, brain-based teaching approach to culturally responsive instruction To close the achievement gap, diverse classrooms need a proven framework for optimizing student engagement. Culturally responsive instruction has shown promise, but many teachers have struggled with its implementation—until now. In this book, Zaretta Hammond draws on cutting-edge neuroscience research to offer an innovative approach for designing and implementing brain-compatible culturally responsive instruction. The book includes: Information on how one's culture programs the brain to process data and affects learning relationships Ten "key moves" to build students' learner operating systems and prepare them to become independent learners Prompts for action and valuable self-reflection

This open access book sets out to explain the reasons for the gap between "knowing" and "doing" in view of self-reliance, which is more and more often expected of citizens. In todays society, people are expected to take responsibility for their own lives and be self-reliant. This is no easy feat. They must be on constant high alert in areas of life such as health, work and personal finances and, if things threaten to go awry, take appropriate action without further ado. What does this mean for public policy? Policymakers tend to assume that the government only needs to provide people with clear information and that, once properly informed, they will automatically do the right thing. However, it is becoming increasingly obvious that things do not work like that. Even though people know perfectly well what they ought to do, they often behave differently. Why is this? This book sets out to explain the reasons for the gap between 'knowing and 'doing. It focuses on the role of non-cognitive capacities, such as setting goals, taking action, persevering and coping with setbacks, and shows how these capacities are undermined by adverse circumstances. By taking the latest psychological insights fully into account, this book presents a more realist perspective on self-reliance, and shows government officials how to design rules and institutions that allow for the natural limitations in peoples 'capacity to act.

The question of how to improve organizational effectiveness through better people management is always top of mind. This book challenges incorrect and oversimplified assumptions and much conventional management wisdom - delivering

business commentary that helps business leaders make smarter decisions.

"Jeffrey Pfeffer and Robert Sutton, identify the causes of the knowing-doing gap and explain how to close it."--Jacket. Draws on the teachings of Henry Blackaby to provide spiritual direction to teens in today's world, through personal stories and illustrations.

The best organizations have the best talent. . . Financial incentives drive company performance. . . Firms must change or die. Popular axioms like these drive business decisions every day. Yet too much common management "wisdom" isn't wise at all—but, instead, flawed knowledge based on "best practices" that are actually poor, incomplete, or outright obsolete. Worse, legions of managers use this dubious knowledge to make decisions that are hazardous to organizational health. Jeffrey Pfeffer and Robert I. Sutton show how companies can bolster performance and trump the competition through evidence-based management, an approach to decision-making and action that is driven by hard facts rather than half-truths or hype. This book guides managers in using this approach to dismantle six widely held—but ultimately flawed—management beliefs in core areas including leadership, strategy, change, talent, financial incentives, and work-life balance. The authors show managers how to find and apply the best practices for their companies, rather than blindly copy what seems to have worked elsewhere. This practical and candid book challenges leaders to commit to evidence-based management as a way of organizational life—and shows how to finally turn this common sense into common practice.

Why are there so many gaps between what firms know they should do and what they actually do? Why do so many companies fail to implement the experience and insight they've worked so hard to acquire? The Knowing-Doing Gap is the first book to confront the challenge of turning knowledge about how to improve performance into actions that produce measurable results. Jeffrey Pfeffer and Robert Sutton, well-known authors and teachers, identify the causes of the knowing-doing gap and explain how to close it. The message is clear--firms that turn knowledge into action avoid the "smart talk trap." Executives must use plans, analysis, meetings, and presentations to inspire deeds, not as substitutes for action. Companies that act on their knowledge also eliminate fear, abolish destructive internal competition, measure what matters, and promote leaders who understand the work people do in their firms. The authors use examples from dozens of firms that show how some overcome the knowing-doing gap, why others try but fail, and how still others avoid the gap in the first place. The Knowing-Doing Gap is sure to resonate with executives everywhere who struggle daily to make their firms both know and do what they know. It is a refreshingly candid, useful, and realistic guide for improving performance in today's business.

The authors give the most comprehensive, authoritative and compelling account yet of the troubled state of business education today and go well beyond this to provide a blueprint for the future.

Like the first edition, the second edition of Learning by Doing: A Handbook for Professional Learning Communities at Work helps educators close the knowing-doing gap as they transform their schools into professional learning communities (PLCs).

For those who believe that there must be a more agile and efficient way for people to get things done, here is a brilliantly discursive, thought-provoking book about the leadership and management process that is changing the way we live. In the future, historians may look back on human progress and draw a sharp line designating "before Scrum" and "after Scrum." Scrum is that ground-breaking. It already drives most of the world's top technology companies. And now it's starting to spread to every domain where leaders wrestle with complex projects. If you've ever been startled by how fast the world is changing, Scrum is one of the reasons why. Productivity gains of as much as 1200% have been recorded, and there's no more lucid – or compelling – explainer of Scrum and its bright promise than Jeff Sutherland, the man who put together the first Scrum team more than twenty years ago. The thorny problem Jeff began tackling back then boils down to this: people are spectacularly bad at doing things with agility and efficiency. Best laid plans go up in smoke. Teams often work at cross purposes to each other. And when the pressure rises, unhappiness soars. Drawing on his experience as a West Point-educated fighter pilot, biometrics expert, early innovator of ATM technology, and V.P. of engineering or CTO at eleven different technology companies, Jeff began challenging those dysfunctional realities, looking for solutions that would have global impact. In this book you'll journey to Scrum's front lines where Jeff's system of deep accountability, team interaction, and constant iterative improvement is, among other feats, bringing the FBI into the 21st century, perfecting the design of an affordable 140 mile per hour/100 mile per gallon car, helping NPR report fast-moving action in the Middle East, changing the way pharmacists interact with patients, reducing poverty in the Third World, and even helping people plan their weddings and accomplish weekend chores. Woven with insights from martial arts, judicial decision making, advanced aerial combat, robotics, and many other disciplines, Scrum is consistently riveting. But the most important reason to read this book is that it may just help you achieve what others consider unachievable – whether it be inventing a trailblazing technology, devising a new system of education, pioneering a way to feed the hungry, or, closer to home, a building a foundation for your family to thrive and prosper.

Although much as been written about how to make better decisions, a decision by itself changes nothing. The big problem facing managers and their organizations today is one of implementation--how to get things done in a timely and effective way. Problems of implementation are really issues of how to influence behavior, change the course of events, overcome resistance, and get people to do things they would not otherwise do. In a word, power. Managing With Power provides an in-depth look at the role of power and influence in organizations. Pfeffer shows convincingly that its effective use is an essential component of strong leadership. With vivid examples, he makes a compelling case for the necessity of power in mobilizing the political support and resources to get things done in any organization. He provides an intriguing look at the personal attributes—such as flexibility, stamina, and a high tolerance for conflict—and the structural factors—such as control of resources, access to information, and formal authority—that can help managers advance organizational goals and achieve individual success.

Improving public schools through performance-based funding Spurred by court rulings requiring states to increase public-school funding, the United States now spends more per student on K-12 education than almost any other country. Yet American students still achieve less than their foreign counterparts, their performance has been flat for decades, millions of them are failing, and poor and minority students remain far behind their more advantaged peers. In this book, Eric Hanushek and Alfred Lindseth trace the history of reform efforts and conclude that the principal focus of both courts and legislatures on ever-increasing funding has done little to improve student achievement. Instead, Hanushek and Lindseth propose a new approach: a performance-based system that directly links funding to success in raising student achievement. This system would empower and motivate educators to make better, more cost-effective decisions about how to run their schools, ultimately leading to improved student performance. Hanushek and Lindseth have been important participants in the school funding debate for three decades. Here, they draw on their experience, as well as the best available research and data, to show why improving schools will require overhauling the way financing, incentives, and accountability work in public education.

Attempting to better themselves—learn new skills, break bad habits, realize their potential—people read books, attend seminars, take training courses. And companies pitch in too, spending billions of dollars every year on professional development programs aimed at helping their employees become more effective. But in spite of what people sincerely believe are their best efforts, all too often their behavior doesn't change. The fact that it seems to be so hard to make new learning stick is an endless source of frustration for both individuals and organizations. For years Ken Blanchard has been troubled by the gap between what people know—all the good advice they've digested intellectually—and what they actually do. In this new book he and his coauthors, Paul J. Meyer and Dick Ruhe, use the fable format Blanchard made famous to lay out a straightforward method for learning more, learning better, and making sure you actually use what you learn. This engaging story identifies three key reasons people don't make the leap from knowing to doing and then moves on to the solution. It teaches you how to avoid information overload by learning "less more, not more less." You'll find out how to adjust your brain's filtering system to

learn many, many times more than ever before, ignite your creativity and resourcefulness with Green Light Thinking, master what you've learned using spaced repetition, and more. At last, an answer to the question, "Why don't I do what I know I should do?" Read this book and you will!

In the past few years, a number of well-known firms have failed; think of Blockbuster, Kodak, or RadioShack. When we read about their demise, it often seems inevitable—a natural part of "creative destruction." But closer examination reveals a disturbing truth: Companies large and small are shuttering more quickly than ever. What does it take to buck this trend? The simple answer is: ambidexterity. Firms must remain competitive in their core markets, while also winning in new domains. Innovation guru Clayton M. Christensen has been pessimistic about whether established companies can prevail in the face of disruption, but Charles A. O'Reilly III and Michael L. Tushman know they can! The authors explain how shrewd organizations have used an ambidextrous approach to solve their own innovator's dilemma. They contrast these luminaries with companies which—often trapped by their own successes—have been unable to adapt and grow. Drawing on a vast research program and over a decade of helping companies to innovate, the authors present a set of practices to guide firms as they adopt ambidexterity. Top-down and bottom-up leaders are key to this process—a fact too often overlooked in the heated debate about innovation. But not in this case. Readers will come away with a new understanding of how to improve their existing businesses through efficiency, control, and incremental change, while also seizing new markets where flexibility, autonomy, and experimentation rule the day.

Outlines a plan for tapping innate intelligence to unleash hidden potential for greater personal and professional success, providing a sequence of exercises designed to help readers identify personal talents and express them in everyday life.

Arguing that companies can achieve success by reinforcing their best-performing groups, a business guide offers advice on how to identify high-performance units and enable them to share their expertise throughout an organization for dramatic and sustainable growth. 25,000 first printing.

This practical text explores contemporary case scenarios that arise in school counseling with children and adolescents. Throughout 30 chapters on a diverse range of topics, several school counseling experts analyze and discuss each incident from a best practices perspective. Topics are organized around the CACREP Standards and incidents include a list of related supplemental readings, online resources, and suggested learning activities. Issues explored include trauma, drug use, pregnancy, cyberbullying, suicide, gangs, parental conflicts, sexual orientation, third-culture students, student career development, and ethical and professional dilemmas. Tarrell Awe Agahe Portman, PhD, is the dean of the College of Education at Winona State University. Chris Wood, PhD, is an associate professor in the Counselor Education program at the University of Nevada, Las Vegas. Heather J. Fye, PhD, is an assistant professor in the Counselor Education program at the University of Alabama. *Requests for digital versions from the ACA can be found on wiley.com. *To request print copies, please visit the ACA website.

Get past the knowing-doing gap and confidently implement standards-based learning. This book offers a comprehensive look at what standards-based learning looks like in action, from creating formative assessments to using data to inform instruction to transitioning to standards-based grading systems. Instead of comparing students to each other, standards-based learning compares students' proficiency levels to performance standards and learning targets. Each chapter offers readers a well-thought-out action plan for implementation and effective strategies for communicating with students and parents about the classroom changes that will occur during the transition. Use this book as your action plan for implementing standards-based learning: Explore concrete steps for putting standards-based grading, instruction, and learning into action. Implement schoolwide change beginning with classroom practices. Address common implementation mistakes and challenges. Effectively sequence units and align them with unpacked standards and learning targets. Create effective proficiency level scales and rubrics. Contents: Introduction Chapter 1: Standards-Based Learning in Action Chapter 2: Standards Alignment in Action Chapter 3: Formative Assessment in Action Chapter 4: Effective Feedback in Action Chapter 5: Meaningful Homework in Action Chapter 6: Self- and Peer Assessment in Action Chapter 7: Summative Assessment in Action Chapter 8: Redos, Retakes, and Reassessment in Action Chapter 9: Proficiency Scales and Rubrics in Action Chapter 10: Standards-Based Reporting in Action Epilogue References and Resources Index

Criticizes many common personnel management practices, and argues that policies such as job security and fair compensation result in greater profits in the long run

"What does everyone in the modern world need to know? [The author's] answer to this most difficult of questions uniquely combines the hard-won truths of ancient tradition with the stunning revelations of cutting-edge scientific research. [The author discusses] discussing discipline, freedom, adventure and responsibility, distilling the world's wisdom into 12 practical and profound rules for life"--

Build high-performing teams with an evidence-based framework that delivers results Committed is a practical handbook for building great teams. Based on research from Wharton's Executive Development Program (EDP), this concise guide identifies the common challenges that arise when people work together as a group and provides key guidance on breaking through the barriers to peak performance. Committed draws its insights from the EDP's living lab: an intensive two-week simulation during which executive-level participants run complex global businesses. The authors have observed over 100 teams collaborating and competing for over 100 combined years in this intense environment. It has yielded fundamental insights about teamwork: what usually goes wrong, what frequently goes right, and the methods and techniques that will help you access your team's full potential. These insights have been distilled into a simple, repeatable process that you can start applying today. Getting teams engaged and aligned is hard. Committed will give you the tools you need to deal with all of the familiar teamwork challenges that get in the way: organizational politics, delegation, coordination, and aligning skills and motivation. Using vivid stories and examples from the worlds of business, sports, and non-profits, it will teach you how to: Understand the dynamics of successful teams Achieve peak performance using a research-backed methodology Gain expert insight into why most teams underperform Learn the critical points common to all great teams Committed gives you the perspective you need to combine the right people with the right way of collaborating to achieve extraordinary results.

School-based, collaborative teacher learning that drives student achievement Meaningful growth comes when teachers get to roll up their sleeves and study what's really going on in classrooms. The Lab Class model helps teachers collaboratively plan, investigate, and develop solutions to a specific problem of practice by observing a host teacher's classroom through the eyes of students. This book provides observation protocols that encourage teachers to: Plan collaborative inquiry projects by identifying a focus of the inquiry, combing the research literature, and identifying resources needed Observe and analyze student conversations, actions, and products Identify patterns and determine next steps for professional learning

Publisher Fact Sheet Uncovers how the best companies win, not by acquiring the right people, but by building the right organization.

The definitive guide to working with -- and surviving -- bullies, creeps, jerks, tyrants, tormentors, despots, backstabbers, egomaniacs, and all the other assholes who do their best to destroy you at work. "What an asshole!" How many times have you said that about someone at work? You're not alone! In this groundbreaking book, Stanford University professor Robert I. Sutton builds on his acclaimed Harvard Business Review article to show you the best ways to deal with assholes...and why they can be so destructive to your company. Practical, compassionate, and in places downright funny, this guide offers: Strategies on how to pinpoint and eliminate negative influences for good Illuminating case histories from major organizations A self-diagnostic test and

a program to identify and keep your own "inner jerk" from coming out The No Asshole Rule is a New York Times, Wall Street Journal, USA Today and Business Week bestseller.

This timely book reframes the historic narrative of people, animals, and nature as risks to each other, to one where we think about health as a shared capacity. This new narrative promotes the positive contributions made to health across species and generations and addresses growing calls to shift from a reactive to proactive approach in One Health. Editor Craig Stephen takes the reader on a tour of the situations wherein we can all, regardless of our job description, work across species, sectors, and generations to motivate action. Perspectives and methods from a variety of fields and experts are shared and adapted to promote collaborative understanding of and action on determinants of health at the animal-society interface. Case studies demonstrate that the principles and practices presented are feasible, empowering people to make choices that concurrently benefit the health of animals, societies, and ecosystems. The first book to adapt and explain health promotion, harm reduction, and health equity issues in a One Health context, and in terms of animal health, this is necessary reading for students of and practitioners working in planetary health, conservation, ecohealth, public health, health promotion, veterinary medicine, and animal welfare.

A behind-the-scenes look at the firm behind WordPress.com and the unique work culture that contributes to its phenomenal success 50 million websites, or twenty percent of the entire web, use WordPress software. The force behind WordPress.com is a convention-defying company called Automattic, Inc., whose 120 employees work from anywhere in the world they wish, barely use email, and launch improvements to their products dozens of times a day. With a fraction of the resources of Google, Amazon, or Facebook, they have a similar impact on the future of the Internet. How is this possible? What's different about how they work, and what can other companies learn from their methods? To find out, former Microsoft veteran Scott Berkun worked as a manager at WordPress.com, leading a team of young programmers developing new ideas. The Year Without Pants shares the secrets of WordPress.com's phenomenal success from the inside. Berkun's story reveals insights on creativity, productivity, and leadership from the kind of workplace that might be in everyone's future. Offers a fast-paced and entertaining insider's account of how an amazing, powerful organization achieves impressive results Includes vital lessons about work culture and managing creativity Written by author and popular blogger Scott Berkun (scottberkun.com) The Year Without Pants shares what every organization can learn from the world-changing ideas for the future of work at the heart of Automattic's success.

"Addressing the critical issue of knowledge transfer within an organization, this book offers practical advice on how to structure the transition of documented information and the even more valuable non-documented knowledge that outgoing staffers have-before it leaves with them. Whether a result of a retirement, an acquisition, promotions, transfers, or layoffs-all organizations have lost what these authors call "deep smarts" when workers leave. Now, Dorothy Leonard and Walter Swap, coauthors of the popular Deep Smarts, and their coauthor Gavin Barton offer a solution. The trio has constructed a new approach that not only helps organizations put in place the structures and practices to pass along knowledge from expert to successor, but also identifies tacit knowledge-knowledge that is largely undocumented and lives inside of people's heads. Based on theory and research, this book offers a variety of examples, tools, and templates to take action before essential knowledge disappears"--

Toyota Kaizen Methods: Six Steps to Improvement focuses on the skills and techniques practiced inside Toyota Motor Corporation during the past decades. This workbook focuses on the actual training course concepts and methods used by Toyota to develop employee skill level, a core element of Toyota's success. It is not a book about holding Western-st

Making Good Progress? is a research-informed examination of formative assessment practices that analyses the impact Assessment for Learning has had in our classrooms. Making Good Progress? outlines practical recommendations and support that Primary and Secondary teachers can follow in order to achieve the most effective classroom-based approach to ongoing assessment. Written by Daisy Christodoulou, Head of Assessment at Ark Academy, Making Good Progress? offers clear, up-to-date advice to help develop and extend best practice for any teacher assessing pupils in the wake of life beyond levels.

Companies made more than 42,000 alliances over the past decade worldwide, many of which failed to deliver strong results. This book explains why and how you can seize the benefits from your business's network of alliances with customers, suppliers and competitors. This network can provide three key advantages: · superior information · better cooperation · increased power Network Advantage shows how awareness of these three advantages can help align your portfolio of alliances with your corporate strategy to maximize advantages from existing networks and to position your business as an industry leader. This book is written by three leading authorities in the field of organizational management who work with many international corporate clients. Based on groundbreaking research and illustrative cases, it provides practical tools to help you think strategically about reconfiguring your alliances and partnerships. For business executives, consultants, and executive MBAs who want to get the most advantage from the combined power of their alliance portfolios, Network Advantage offers in-depth, practical guidance. Make it your first strategic connection to gaining competitive advantage! Companies' connections to other firms—their network of alliances—matter for economic success. In this practical, jargon-free, evidence-based book, three experienced scholar/educators provide practical tools to understand your company's network positioning and what to do to build webs of relationships that provide competitive advantage and economic value. —Jeffrey Pfeffer, professor, Graduate School of Business, Stanford University and co-author of The Knowing-Doing Gap. The book, Network Advantage, presents compelling ideas and is a must-read. It articulates three different perspectives to think about a firm's network advantage and shows how a firm can maximize the value of its alliance network. The book is filled with theoretical and practical insights on the topic and offers captivating case studies to illustrate its key points. It is fun to read. I highly recommend this book. —W. Chan Kim, The BCG Chair Professor of INSEAD and the Co-director of the INSEAD Blue Ocean Strategy Institute In this eminently researched book, the authors show how executives and entrepreneurs alike can unlock the value of alliances. And the book comes with some "secrets" to success that most managers overlook. Every CEO, executive and entrepreneur who are collaborating with other firms ought to read this book. —Morten T. Hansen, Professor at University of California at Berkeley, author of Collaboration and co-author of Great by Choice. Don't compete alone! "Network Advantage" provides a fresh perspective on how all firms can benefit from their alliances and partnerships. The authors seamlessly integrate academic research and real life examples into a practical step by step guide for unleashing the power, information and cooperation advantages available in networks. A must read for thoughtful executives and entrepreneurs alike. —Stein Ove Fenne, President, Tupperware U.S. & Canada Having the "right" business network is everything for a company's success in Asia and worldwide. With its rich cases and practical tools, this book is an indispensable guide for a thoughtful executive on how to design, build and manage a network that will make your firm globally competitive. —Yong-Kyung Lee, Former CEO of Ko

Introduces the proven rules that a company can use to promote innovation, arguing that the corporate world should hire misfits and encourage them to defy the existing culture and actively consider ideas that appear ridiculous or impractical.

Wall Street Journal Bestseller "The pick of 2014's management books." –Andrew Hill, Financial Times "One of the top business books of the year." –Harvey Schacter, The Globe and Mail Bestselling author, Robert Sutton and Stanford colleague, Huggy Rao tackle a challenge that

determines every organization's success: how to scale up farther, faster, and more effectively as an organization grows. Sutton and Rao have devoted much of the last decade to uncovering what it takes to build and uncover pockets of exemplary performance, to help spread them, and to keep recharging organizations with ever better work practices. Drawing on inside accounts and case studies and academic research from a wealth of industries-- including start-ups, pharmaceuticals, airlines, retail, financial services, high-tech, education, non-profits, government, and healthcare-- Sutton and Rao identify the key scaling challenges that confront every organization. They tackle the difficult trade-offs that organizations must make between whether to encourage individualized approaches tailored to local needs or to replicate the same practices and customs as an organization or program expands. They reveal how the best leaders and teams develop, spread, and instill the right mindsets in their people-- rather than ruining or watering down the very things that have fueled successful growth in the past. They unpack the principles that help to cascade excellence throughout an organization, as well as show how to eliminate destructive beliefs and behaviors that will hold them back. Scaling Up Excellence is the first major business book devoted to this universal and vexing challenge and it is destined to become the standard bearer in the field.

Finalist for the 2015 Financial Times and McKinsey Business Book of the Year Best business book of the week from Inc.com The author of Power, Stanford business school professor, and a leading management thinker offers a hard-hitting dissection of the leadership industry and ways to make workplaces and careers work better. The leadership enterprise is enormous, with billions of dollars, thousands of books, and hundreds of thousands of blogs and talks focused on improving leaders. But what we see worldwide is employee disengagement, high levels of leader turnover and career derailment, and failed leadership development efforts. In Leadership BS, Jeffrey Pfeffer shines a bright light on the leadership industry, showing why it's failing and how it might be remade. He sets the record straight on the oft-made prescriptions for leaders to be honest, authentic, and modest, tell the truth, build trust, and take care of others. By calling BS on so many of the stories and myths of leadership, he gives people a more scientific look at the evidence and better information to guide their careers. Rooted in social science, and will practical examples and advice for improving management, Leadership BS encourages readers to accept the truth and then use facts to change themselves and the world for the better.

This open access volume presents a comprehensive account of all aspects of biological invasions in South Africa, where research has been conducted over more than three decades, and where bold initiatives have been implemented in attempts to control invasions and to reduce their ecological, economic and social effects. It covers a broad range of themes, including history, policy development and implementation, the status of invasions of animals and plants in terrestrial, marine and freshwater environments, the development of a robust ecological theory around biological invasions, the effectiveness of management interventions, and scenarios for the future. The South African situation stands out because of the remarkable diversity of the country, and the wide range of problems encountered in its varied ecosystems, which has resulted in a disproportionate investment into both research and management. The South African experience holds many lessons for other parts of the world, and this book should be of immense value to researchers, students, managers, and policy-makers who deal with biological invasions and ecosystem management and conservation in most other regions.

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