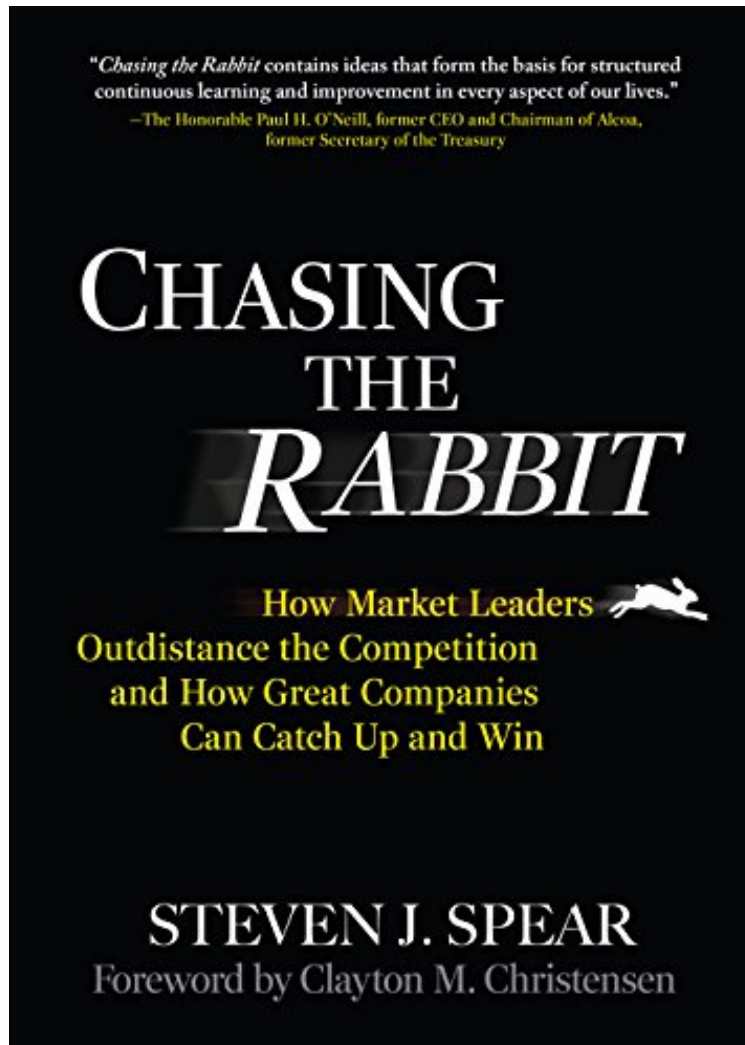


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Chasing the Rabbit: How Market Leaders Outdistance the Competition and How Great Companies Can Catch Up and Win, Foreword by Clay Christensen

Steven J. Spear

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Steven J. Spear : Chasing the Rabbit: How Market Leaders Outdistance the Competition and How Great Companies Can Catch Up and Win, Foreword by Clay Christensen before purchasing it in order to gage whether or not it would be worth my time, and all praised Chasing the Rabbit: How Market Leaders Outdistance the Competition and How Great Companies Can Catch Up and Win, Foreword by Clay Christensen:

0 of 0 people found the following review helpful. I ordered 20 copies of this book to hand out ...By MoJoI ordered 20 copies of this book to hand out to our senior executives at my place of employment. The author, Steven Spear writes

about lean processes and workflow efficiencies and how to think of ways to operationalize those efficiencies in the workplace. We even invited the author into our place of employment to tour our facility and speak to process improvements. 7 of 8 people found the following review helpful. An instant classic: read it! By Michael Balle Steven Spear has probably contributed singly more than anyone to the emergence of "lean management" from the field of lean manufacturing and lean production. Three of his seminal contributions have been around different angles-of-view. In Toyota's DNA he has focused on the level of detailed specification of the operation processes, specifying outputs, pathways, connections and activities. Taking a different tack, he has opened our eyes to the double-loop learning system at the core of Toyota's success in his Learning to Lead at Toyota paper. Finally, his Healthcare article provides a blueprint of how Toyota-like problem solving can be applied in a completely different field. In this breakthrough book, Spear brings these three different insights together and blends them into the most powerful and elegant business theory yet to come out of the lean field (imagine Good to Great with substance). This is a landmark book because it finally creates a bridge from lean mavens to business thinkers - and it offers a splendid opportunity to talk to CEOs about HOW to change their operations system in order to improve both strategy and execution. I've already read the book twice, and have immediately started applying the core framework to my own work. I have to confess also stealing some detailed images and expressions to try to sound clever in public speaking. The description of the worker who knows he's going to fail today, because he's failed yesterday and the system will ensure that he fails tomorrow as opposed to the worker going to work with the possibility of success every day is priceless. I've used it to great effect at my boy's school to explain to a teacher that giving every day kids opportunities for success and reward was more productive than continuously pointing out their deficiencies against a list of 32 criteria (there's no way you can't get at least one wrong in the course of the day). Read it! Offer it to your boss and your staff. Require your consultants to have read it carefully. This is one of these rare frame changing book that, with some luck, could also become a game changer in the way senior executives see their role, their mission and their organizations. 6 of 7 people found the following review helpful. Do not let the bow tie on the inner cover picture scare you away! By William C. Zeeb Especially useful for the leader who may not yet realize how important bringing "not knowing" and "failure" to the forefront are to his or her success and that of the entire organization. Another new book on business performance? Steven Spear, a rare "dirt under the fingernails" process thinker with Harvard academic credentials has spent enough time on Toyota and US Big 3 assembly lines to condense succinctly the differences. His concise summary of performance improvement builds upon 4 simple capabilities: 1) specify design to capture existing knowledge and force the process to reveal more knowledge through forcing and following problems, 2) "swarming and solving" problems, 3) spreading learnings rapidly throughout the organization and 4) leadership's role in driving points 1) to 3). For the thousands of lean and six sigma practitioners who have suffered the lack of leadership understanding that can stall or even insure failure of lean six sigma business performance efforts, this book offers a refreshing view of the important role of executive leadership, without dwelling on methodology. Although they make for a long read, the health care examples after page 323! are very close to each of our hearts. If you get a chance to see Steve present, be prepared for many sleepless nights, as he goes deeper into his examples, burning them into your memory banks. For organizations looking to succeed in an ever more competitive world, the message Mr. Spear communicates is clear: make certain leaders learn and drive the learning process. (which can only happen in the blameless search for FAILURE or NOT KNOWING)

Spear's reputation as a thought leader is recognized by elite media, publications, and conferences including Harvard Business Review, The New York Times, Boston Globe, Bloomberg Business Radio, the Shingo Prize, and the Association for Manufacturing Excellence. The pioneering insights in Chasing the Rabbit are based on original thinking in the tradition of Jim Collins, C.K. Prahalad, Clayton Christensen, and Michael Porter. Spear is one of the most astute business thinkers and prolific writers to emerge in the recent past; his Harvard Business Review articles are among its most popular reprints. Spear is a four-time Shingo Prize winner and a winner of the McKinsey Award. Includes examples from global market leaders including Toyota, Vanguard, Southwest Airlines, Massachusetts General Hospital, and Alcoa

From the Back Cover Sprint to the lead in your industry--and stay there! "Chasing the Rabbit contains ideas that form the basis for structured continuous learning and improvement in every aspect of our lives. While this book is tailored to business leaders, it should be read by high school seniors, college students, and those already in the workforce. With the broad societal application of these ideas, we can achieve levels of accomplishment not even imagined by most people." The Honorable Paul H. O'Neill Former CEO and Chairman, Alcoa Former Secretary of the Treasury "Some firms outperform competitors in many ways at once--cost, speed, innovation, service. How? Steve Spear opened my eyes to the secret of systemizing innovation: taking it from the occasional, unpredictable 'stroke of genius' to something you and your people do month-in, month-out to outdistance rivals." Scott D. Cook Founder Chairman of the Executive Committee Intuit, Inc. "Steven Spear connects a deep study of systems with practical management insights and does it better than any organizational scholar I know. Chasing the Rabbit is a profoundly important book

that will challenge and inspire executives in all industries to think more clearly about the technical and social foundations of organizational excellence." Donald M. Berwick, MD, MPP President and CEO Institute for Healthcare Improvement

About the Author Steven J. Spear, four-time winner of the Shingo Prize and recipient of the McKinsey Award, is a senior lecturer at MIT and former assistant professor at Harvard. A senior fellow at the Institute for Healthcare Improvement, he is the author of numerous articles appearing in academic and trade publications, including the Harvard Business and The New York Times.