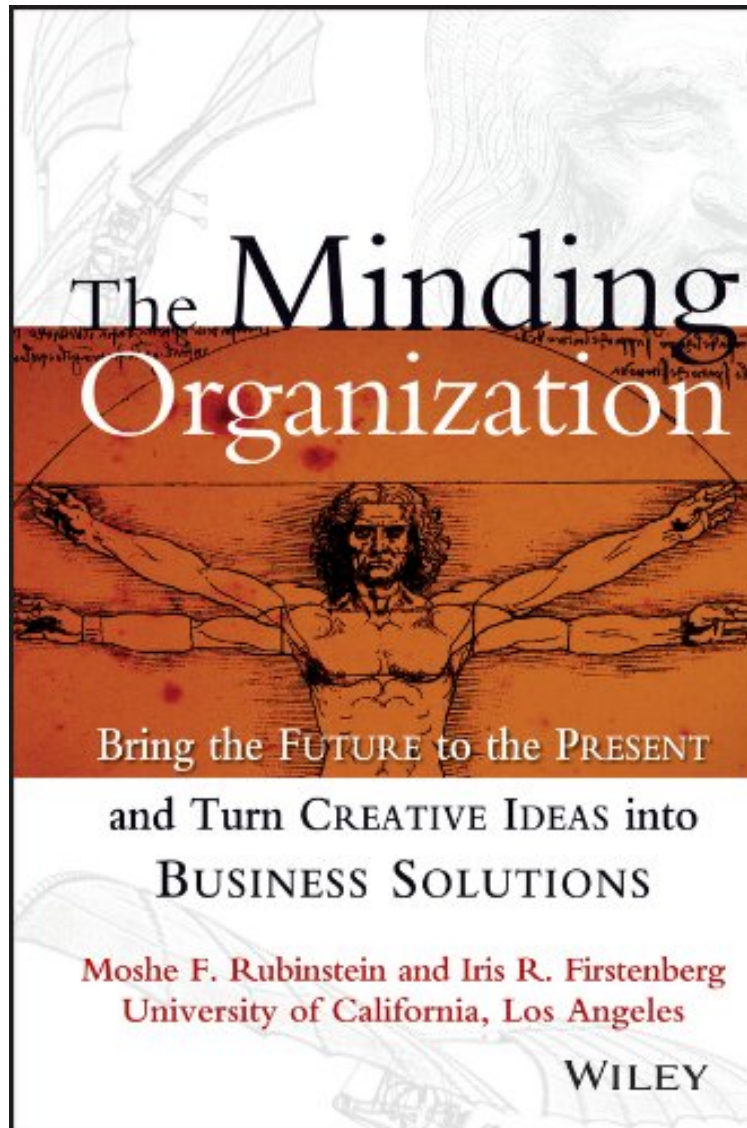


[Pdf free] The Minding Organization: Bring the Future to the Present and Turn Creative Ideas into Business Solutions

# The Minding Organization: Bring the Future to the Present and Turn Creative Ideas into Business Solutions

*Moshe F. Rubinstein, Iris R. Firstenberg*  
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**Moshe F. Rubinstein, Iris R. Firstenberg : The Minding Organization: Bring the Future to the Present and Turn Creative Ideas into Business Solutions** before purchasing it in order to gage whether or not it would be worth my time, and all praised The Minding Organization: Bring the Future to the Present and Turn Creative Ideas into Business Solutions:

5 of 5 people found the following review helpful. Relevant and vitalBy J. Scott ShipmanI read this book about four

years ago and frequently return to Professor Rubinstein and Firstenberg's excellent discourse on creating creativity within an organization. Their instruction on chaos versus order is worth the price of the book. Written in a no-nonsense and straight-forward fashion, this book will help open-minded leaders in any industry. Highly recommended. 0 of 0 people found the following review helpful. Very good book. By ZenA fun book to have to read in B-school. Well written and easy to get through. 13 of 13 people found the following review helpful. The Care and Feeding of Intellect By Robert Morris According to the authors, "To keep up with the complexity and uncertainty of an unconventional and largely unpredictable global business world, organizations must embrace a new metaphor that will transform an organization into a minding organization. The minding organization behaves like a living organism, in which adapting is central to vitality and control." Agreeing with Drucker that organizations must manage the implications and consequences of a future that has already occurred, the authors suggest a number of strategies which will "bring the future to the present and turn creative ideas into business solutions." Their book is organized as follows: Chapter One: The Minding Organization Chapter Two: Transforming the Organization into an Organism Chapter Three: Adapting and Planning Chapter Four: Structure, Creativity, and Error: The Foundations of the Minding Organization Chapter Five: Chaos to Order to Chaos: Embracing Uncertainty Chapter Six: Expanding the Imagination: Frames as Filters Chapter Seven: Kniht [Think] Backward: Visit the Future in the Present Chapter Eight: The New Leadership: Operating on the Edge of Chaos Chapter Nine: The Minding Organization in Action The authors provide a rigorous analysis of each component of a process by which to "bring the future to the present and turn creative ideas into business solutions." At the conclusion of Chapter Six, they suggest that the minding organization "creates chaos deliberately up front by starting with divergent concurrent perceptions and encourages errors to surface early when the costs of detection and correction are minimal." Immediately in the next chapter, they explain that the "frames" we create "filter the world for us, allowing us to manage the tremendous amount of information available." They then examine various "filters" which could prevent us from formulating the aforementioned "divergent concurrent perceptions." The sequence of the authors' ideas thus flows logically from one chapter to the next. In the final chapter, the authors identify thirteen "precepts" of the minding organization. By now they have explained the interrelationships between (indeed the interdependence of) these precepts; they have also provided a cohesive, comprehensive, and cost-effective plan by which to apply those precepts to the needs of any organization, regardless of its size or nature. Those who share my high regard for this book are urged to read two books written by Peter Senge, *The Fifth Discipline* and *The Dance of Change*. Rubinstein, Firstenberg, and Senge no doubt agree with Derek Bok's observation, when criticized by parents of Harvard students after a tuition increase: "If you think education is expensive, try ignorance." In the minding organization, education is alive and well...and given its relative cost, a bargain.

A few years ago, Cementos Mexicanos (Cemex), the world's third-largest cement company, was struggling. More than two-thirds of their deliveries were late, customer complaints were numerous, and new orders were dwindling sharply. Then Cemex executives realized they needed to get a glimpse of the future. They saw themselves responding to customer needs as each need emerged. They visualized successful deliveries with orders placed only an hour in advance. Their entire organization became involved in the process of adapting to unplanned occurrences. By embracing the uncertainty and chaos of their business and a company-wide commitment to excellence, Cemex was completely transformed in a matter of months. This is a remarkable example of minding: identifying a purpose, developing a team, and acting to accomplish that purpose. Achieving this kind of high-level connection is what *The Minding Organization* is all about. This book will show you how to transform your organization into one that behaves like a living organism—alive with ideas and instantly able to adapt for survival in an increasingly complex, unpredictable global business world. A minding organization coordinates its efforts as a single being; the right hand literally knows what the left hand is doing. The minding process will help you save precious work time, avoid costly mistakes, build incentives for speed, and find creative solutions when unpredictable problems arise. Creating a minding organization will teach you how to: \* Operate on the edge of chaos, embracing uncertainty as a strategy \* Bring insights up front that would normally be learned much later \* Distribute decision-making in such a way that everyone has the responsibility to be right and the authority to be wrong \* Create an environment in which the human spirit can soar *The Minding Organization* will show you how less planning and more adapting makes for a competitive advantage, as you learn to cope with new, ever-changing conditions and innovate faster than your competitors. Praise for *The Minding Organization* Professor Rubinstein is one of the foremost experts on creativity within organizations. *The Minding Organization* is a well-written guide . . . [that] is must reading for anyone responsible for minding the organization. -Norman R. Augustine, Chairman of the Executive Committee, Lockheed Martin The authors make intuitive good sense and give strategic thinkers the tools they need to turn perceived liabilities—chaos, disorder, unpredictable change—into assets. I've made it must reading for everyone in my organization. The only people I haven't recommended it to are my competitors. -Timothy W. Hannemann, Executive Vice President and General Manager, TRW This book gives an accessible view of the organization as a living, connected organism. Drs. Rubinstein and Firstenberg have shared an insightful and elegant concept of what successful twenty-first-century organizations MUST

be like if they want to survive and grow. We are putting the ideas in this book to use now!-Michael E. Allgeier, Division Vice President, Sensors and Electronics Segment, Raytheon Rubinstein is as ebullient in print as he is in person. The Minding Organization transcends time and theory, enabling the practice of innovation as an everyday occurrence.-Stephan Argent, Creative Director, iCandy Inc. In this book you'll find out how to open up a world of opportunity by 'bringing the future to the present'-visualizing the ideal end state and working backwards. You'll see how many obstacles can be eliminated, making the unachievable achievable.-Tom Williams, Vice President, Long Range Strike Business Area, Northrop Grumman Corporation

.com Change. It's fast, furious, relentless--and we're all in the midst of it. Indeed, it's the topic of choice for most business books on the market today. The problem, however, is that so many of these books merely warn managers how to plan for and anticipate change, rather than giving useful guidance on how to react to it successfully. That's where the authors of The Minding Organization have made a difference. Rubinstein and Firstenberg believe that the real issue for businesses dealing with change lies in developing a truly adaptable organization. Being able to adapt, they argue, is the key not only to coping with a continuously changing environment but to addressing the problems that arise within that environment with innovative, successful solutions. An adaptable organization is a living, breathing organism, a "minding organization" that coordinates its goals and efforts as a single being. Each part of the organization knows what the other parts are doing, and is committed to creating a cohesive unit that maintains a unified focus for the future, shares information, articulates and learns from the individual errors of its members, continually seeks to strengthen its powers of perception, and is able to express itself creatively in a variety of ways. By developing this unity, an organization can bring the future closer to the present; it will be able to respond to events in real time, thereby transforming change from a threat to continued existence to a catalyst for improved performance. This type of organization won't shy away from the chaos of change but will embrace its opportunities, ready and well equipped to respond quickly and effectively. The Minding Organization is a meaty book, packed with inspiring examples, solid analyses, and practical suggestions. Rubinstein, a professor at the UCLA School of Engineering and Applied Science, and Firstenberg, an adjunct professor in UCLA's Psychology Department, make a good team (they also wrote Patterns of Problem Solving). They apply theoretical knowledge and practical experience to the realities of the business world in a timely and useful manner. Forget being the CEO; this book will teach you how to be an OEC, an operator on the edge of chaos, capable of inspiring and leading a flexible, evolving, and thriving organization. -- S. Ketchum "In this book you'll find out how to open up a world of opportunity by 'bringing the future to the present' - visualizing the ideal end state and working backwards. You'll see how many obstacles can be eliminated, making the unachievable achievable." -- Tom Williams, Vice President, Long Range Strike Business Area, Northrop Grumman Corporation "Professor Rubinstein is one of the foremost experts on creativity within organizations. The Minding Organization is a well-written guide...[that] is must reading for anyone responsible for minding the organization." -- Norman R. Augustine, Chairman of the Executive Committee, Lockheed Martin "Rubinstein is as ebullient in print as he is in person. The Minding Organization transcends time and theory, enabling the practice of innovation as an everyday occurrence." -- Stephan Argent, Creative Director, iCandy Inc. "The authors make intuitive good sense and give strategic thinkers the tools they need to turn perceived liabilities - chaos, disorder, unpredictable change - into assets. I've made it must reading for everyone in my organization. The only people I haven't recommended it to are my competitors." -- Timothy W. Hannemann, Executive Vice President and General Manager, TRW "This book gives an accessible view of the organization as a living, connected organism. Drs. Rubinstein and Firstenberg have shared an insightful and elegant concept of what successful twenty-first-century organizations MUST be like if they want to survive and grow. We are putting the ideas in this book to use now!" -- Michael E. Allgeier, Division Vice President, Sensors and Electronics Segment, Raytheon From the Inside Flap The Minding Organization A few years ago, Cementos Mexicanos (Cemex), the world's third-largest cement company, was struggling. More than two-thirds of their deliveries were late, customer complaints were numerous, and new orders were dwindling sharply. Then Cemex executives realized they needed to get a glimpse of the future. They saw themselves responding to customer needs as each need emerged. They visualized successful deliveries with orders placed only an hour in advance. Their entire organization became involved in the process of adapting to unplanned occurrences. 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