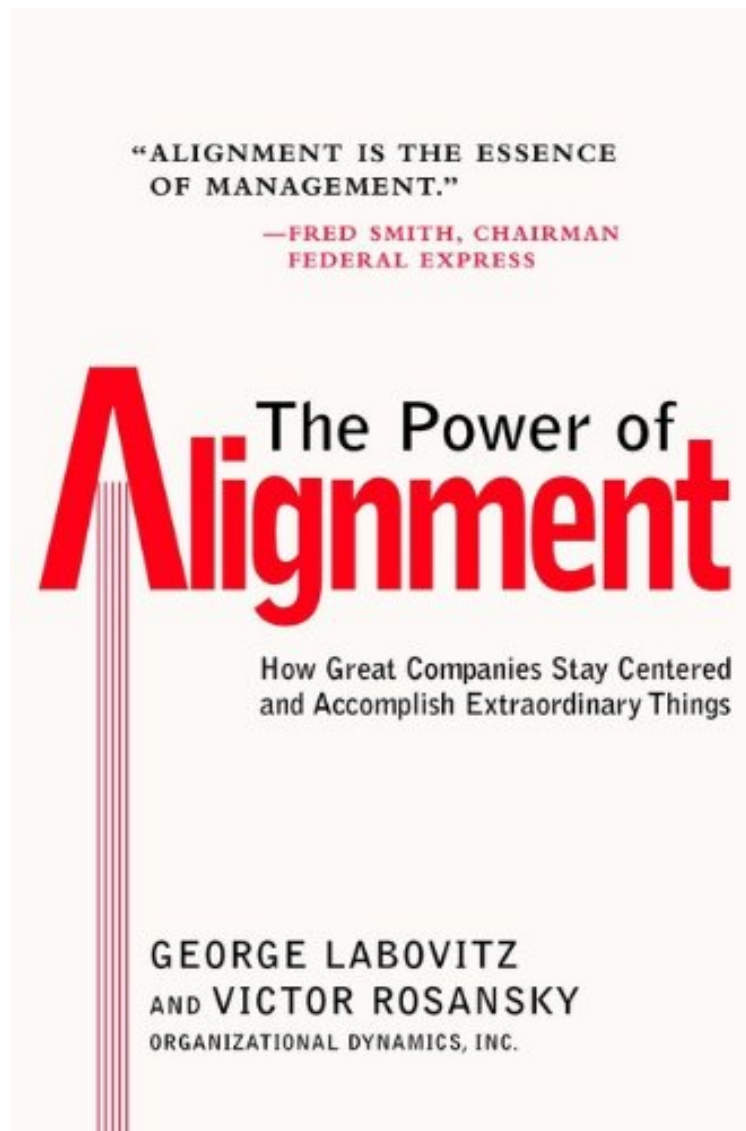


[Library ebook] The Power of Alignment: How Great Companies Stay Centered and Accomplish Extraordinary Things

# The Power of Alignment: How Great Companies Stay Centered and Accomplish Extraordinary Things

*George Labovitz, Victor Rosansky*  
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**George Labovitz, Victor Rosansky : The Power of Alignment: How Great Companies Stay Centered and Accomplish Extraordinary Things** before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Power of Alignment: How Great Companies Stay Centered and Accomplish Extraordinary Things:

0 of 0 people found the following review helpful. As significant today as it was when first published By Ian D. Campbell After reviewing several books on Strategic Execution, I was continuously left with the feeling that the

authors had omitted a key ingredient. This book has convinced me that that key ingredient was "Alignment". This book was published 10 years ago (OK, I am embarrassed that I have only just got around to reading it) but it is as significant today as it was when it was first published. Probably more so considering the rapid state of change that most companies are faced with today. It is a simple read, and the concepts are easy to follow. What I enjoyed most about the book is that the suggestions are practical and you can take them and implement them immediately within an organization. I noticed that one of the readers who has reviewed the book said that the book was required reading for his MBA course. 10 years on, I still think it should be required reading for any business executive. 1 of 1 people found the following review helpful. Great concept but tough to implement By Robert Kirk "The Main Thing"... that is what this book is all about, getting you, your employees and your company aligned to a single focus. Now, why it took 190 pages to say that, I don't know. I bought this book based on the great average review but I will not lie, I was a bit disappointed in the lack of ideas that can be implemented quickly and make this book useful. Now I understand the value of having everyone behind an idea but the reality is that it's simply not easy to pull off. In summary, this book did not live up to my expectations based on the average reviews. 0 of 0 people found the following review helpful. This Is a Great Resource! By Mark C. Howell I'm always looking for visual ways of understanding critical elements of strategy. The Power of Alignment offers a very helpful way of thinking about four important ingredients in keeping the main thing, the main thing. Vertical alignment, the relationship between your strategy and the people on your team, "energizes...provides direction, and offers opportunity for involvement." Horizontal alignment refers to the connection between your processes and customers. Taken together the two measures provide some great insight into the development of genuine alignment. One of the most interesting elements of the book is a 16 question diagnostic tool that is designed to provide a graphic view of your organization's alignment. Very helpful!

Misaligned companies, like cars out of alignment, can develop serious problems if not corrected quickly. They are hard to steer and don't respond well to changes in direction. This groundbreaking book shows you how to get -and keep -all the vital elements of your organization aligned and headed in the same direction at the same time. Managers must now keep their people centered in the midst of change, deemphasize hierarchy, and distribute leadership by distributing authority, information, knowledge, and customer data throughout their organization. Alignment is a response to the new business reality where customer requirements are in flux, where competitive forces are turbulent, and where the bond of loyalty between an organization and its people has been weakened. The old linear approach to management has given way to one of simultaneity -to alignment. As pioneers of the alignment concept, the authors have developed this unique approach based on their work with leading companies throughout the world. The Power of Alignment is packed with war stories and the firsthand perspectives of industry leaders. You'll learn how world-class organizations, including Federal Express, the Jet Propulsion Laboratory, Columbia/HCA Healthcare, Citizens Utilities, AirTouch, and UNUM achieved extraordinary business results. Now, through the authors' expertise, you'll see how alignment can work for your organization. In essence, alignment links the five key elements of an organization - people, process, customers, business strategies, and, of course, leadership -to obtain breakthrough results, chief among them, sustained growth and profit, loyal customers, and a high-performing work force. The Power of Alignment: \*

- \* Offers a clear framework for aligning and linking the crucial elements that build and sustain a company's success \*
- \* Provides self-assessment tools as well as benchmarking measures for evaluating an organization's critical competencies \*
- \* Enables managers to create a work force where each employee can relate his or her activities to the goals and strategic objectives of the company \*
- \* Helps a company determine when and where it is out of alignment, and gives descriptions of such common company pathologies as "The Phantom Limb Syndrome," "Strategy Interruptus," and "Dead Man Walking" \*
- \* Prescribes specific steps for getting an organization back on track toward a single, shared vision of its goals

Essential reading for all managers and executives, The Power of Alignment offers a new way to reestablish focus and sustained energy, and is a dynamic approach for staying balanced and achieving extraordinary levels of performance. "This book is savvy, detailed, timely, and clearly written. I highly recommend it for any leader facing the challenges posed by global business today." - Dana Mead Chairman and CEO, Tenneco  
Former Chairman National Association of Manufacturers "It's not only the stars that have to be in alignment to reach your destination, it's all the internal processes, rewards, and drivers. Read The Power of Alignment, and while you may not unlock the secrets of the universe, you will overcome the barriers to corporate success." - William L. Boyan President and COO John Hancock Mutual Life Insurance Company. "This important book goes beyond TQM and reengineering by creating a new approach called Alignment. The authors show that great companies manage to link strategy and people and integrate customer needs with continuous improvement processes." - Peter Augustsson President and Group Chief Executive AB SKF. "The Power of Alignment gets to the heart of a critical element of organizational leadership, namely focus. Every leader who reads it will undoubtedly do some serious soul-searching about the consistency of corporate vision, goals

From the Publisher Presents a breakthrough concept in clear and applicable terms, with an abundance of perspectives and examples from the field. The authors detail how to use alignment to simultaneously link the elements core to your

business in a much more focused way and revitalize your organization's strategy, operations, and results. ODI has identified 5 key elements that exist in every company and provides a specific framework for refining and linking these elements for organizational growth and sustained success. Enables managers and their reports to understand their role in the organization on a personal level, because the strength of this approach lies with the individual and the ability to create a single voice within the organization. From the Inside Flap

**The Power of Alignment** Misaligned companies, like cars out of alignment, can develop serious problems if not corrected quickly. They are hard to steer and don't respond well to changes in direction. This groundbreaking book shows you how to get -and keep -all the vital elements of your organization aligned and headed in the same direction at the same time. Managers must now keep their people centered in the midst of change, deemphasize hierarchy, and distribute leadership by distributing authority, information, knowledge, and customer data throughout their organization. Alignment is a response to the new business reality where customer requirements are in flux, where competitive forces are turbulent, and where the bond of loyalty between an organization and its people has been weakened. The old linear approach to management has given way to one of simultaneity -to alignment. As pioneers of the alignment concept, the authors have developed this unique approach based on their work with leading companies throughout the world. The Power of Alignment is packed with war stories and the firsthand perspectives of industry leaders. You'll learn how world-class organizations, including Federal Express, the Jet Propulsion Laboratory, Columbia/HCA Healthcare, Citizens Utilities, AirTouch, and UNUM achieved extraordinary business results. Now, through the authors' expertise, you'll see how alignment can work for your organization. In essence, alignment links the five key elements of an organization -people, process, customers, business strategies, and, of course, leadership -to obtain breakthrough results, chief among them, sustained growth and profit, loyal customers, and a high-performing work force. The Power of Alignment: \* Offers a clear framework for aligning and linking the crucial elements that build and sustain a company's success \* Provides self-assessment tools as well as bench-marking measures for evaluating an organization's critical competencies \* Enables managers to create a work force where each employee can relate his or her activities to the goals and strategic objectives of the company \* Helps a company determine when and where it is out of alignment, and gives descriptions of such common company pathologies as "The Phantom Limb Syndrome," "Strategy Interruptus," and "Dead Man Walking" \* Prescribes specific steps for getting an organization back on track toward a single, shared vision of its goals

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From the Back Cover

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Dean Boston University School of Management.