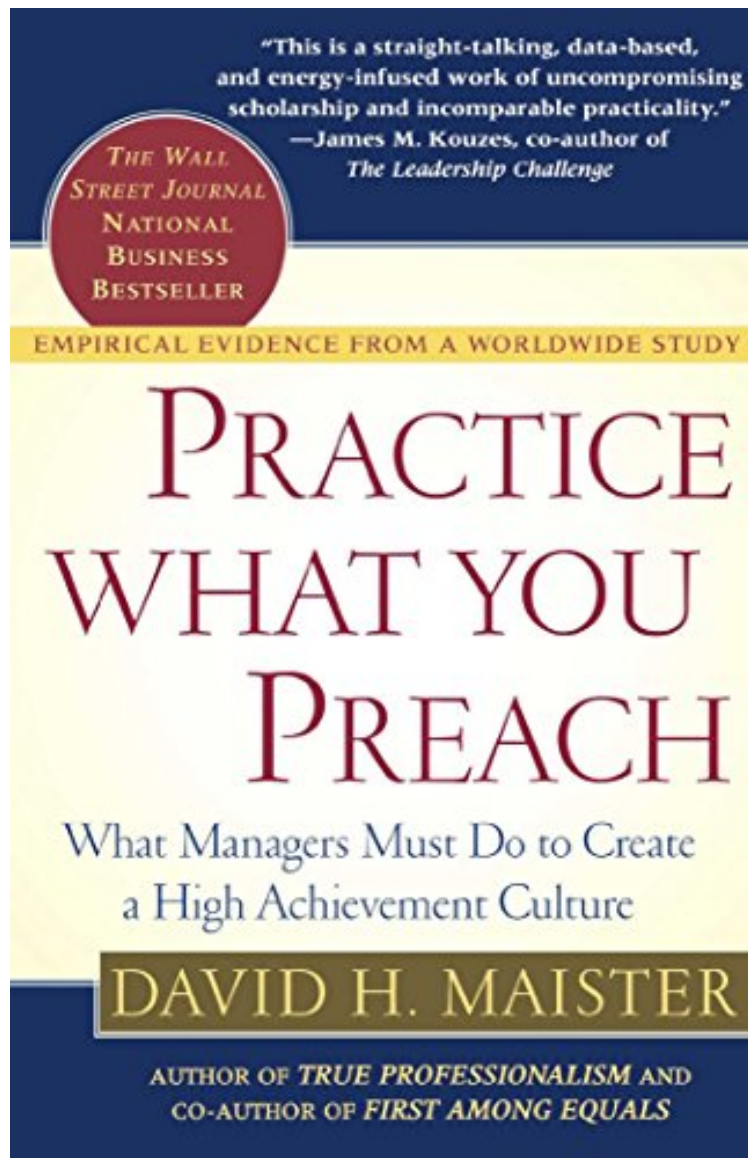


Practice What You Preach: What Managers Must Do To Create A High Achievement Culture

David H. Maister

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David H. Maister : Practice What You Preach: What Managers Must Do To Create A High Achievement Culture before purchasing it in order to gage whether or not it would be worth my time, and all praised Practice What You Preach: What Managers Must Do To Create A High Achievement Culture:

5 of 5 people found the following review helpful. Achieving success by never compromising your high standardsBy Coert VisserMany books before this one have made the case for doing good business by treating people respectfully

and in a trustworthy way. And several books before this one have preached courageous and long term oriented leadership. This book confirms these messages but does more: it presents convincing evidence to support these well known conclusions. Maister has done a very elegant yet sophisticated study which he very lucidly and accessibly explains throughout the book and which very clearly proves his point. But don't worry: the book isn't dull and boring. Maister illustrates his research conclusions with fascinating case stories. Of course the message of this book is very positive and hopeful. Like Maister says: "Making money by having high standards [respect, trustworthiness, courage, etc] and never compromising them. What a concept!" But, you might think, is this not all idealistic soft talk? Is this not too good to be true? Is it that easy? Not really! Practising what you preach requires courage and determination. What I found particularly interesting is the following: this book is more than anything about the difference in what you believe in and what you actually execute. And this is where courage comes in. For example the courage to say 'This far and no further!' when people show disrespect to others, or when other essential standards are violated. It also means saying 'no' to lucrative business which does not fit with your companies' vision/mission. And there is more, but you can read that in the book. This book can inspire you to escape from the idea that you have to find the right balance between idealism and profitability; it invites you to be both highly idealistic and highly profitable. It can be done. Maister proves it. 4 of 6 people found the following review helpful. Maister does it again - literally. By A Customer I'm a great fan of Maister's and have been since "Managing the Professional Service Firm" first came out. I was a struggling manager of an IT services firm, and David's book gave me a context and discipline to make an impact in my firm. His insights in that book, and in his subsequent works, have informed my professional career and helped me be a coach and mentor to my teams. That's why it pains me to give this four stars instead of five. David's work, though still important, is becoming repetitive and glib. While there is great value in the remarks that David gleans from his surveys, his lists of sunshiney beliefs and axioms are a little too reminiscent of the same material in "True Professionalism" and "Trusted Advisor". Stuff like "Ensure the workplace is a comfortable, friendly place" and "It's more fun to work in groups" are certainly true, but a bit simplistic and obvious. This book is worth reading, don't get me wrong. I just hope David isn't in danger of becoming Tom Peters, repeating the same material in thinner and thinner volumes with less and less originality and value. 0 of 0 people found the following review helpful. Incredibly useful tidbits of managerial wisdom. By Robert Kirk I absolutely loved this book. I am usually not a fan of case study based books but this one did a great job of truly getting the main points of leadership excellence from high performing companies. No rambling stories that you can't relate, just pure wisdom. I also enjoyed the author's notes besides the case studies. Very structured lists of ideas and relatively easy to implement. This is one of those type of management books that should be revisited every few months to let the great ideas sink in. Highly recommended.

Firms that are perceived by their employees to actually practice what they preach are more financially successful than their competitors, says consultant David H. Maister, based on a worldwide survey of 139 offices in 29 professional service firms in 15 countries in 15 different lines of business. Maister asked the simple question: Are employee attitudes correlated with financial success? The answer, he found, was "an unequivocal 'Yes!'" Further, the author shows that high levels of employee commitment and dedication "cause (yes, cause) a demonstrable, measurable improvement in financial performance." Maister proves that if your firm doesn't promote enthusiasm and high morale in your employees, your firm will make less money. So, how can you create a culture in your firm that promotes growth and superior financial returns? Maister discovered that the most successful firms surveyed excelled by doing well on things to which most, if not all, firms pay only lip service: commitment to clients, teamwork, high standards, employee development, and other familiar topics. However, what distinguishes the best from the rest is that the best live up to their own standards. Digging deeper by conducting in-depth interviews with managers and employees of the firms he surveyed, Maister has found that the key to success is not the systems of the firm, but the character and skills of the individual manager. He explores in detail the central role of the manager (what he or she must be, must do, and must require of others). The reader will find specific action recommendations from the managers and employees of these "superstar" businesses on how to build an energized workplace, enforce standards of excellence, develop people, and have fun -- all as powerful profit improvement tactics. Practice What You Preach can help any manager increase firm growth and profitability, and will provide proof to firm executives that great financial rewards come from living up to the high standards that most businesses advocate, but few achieve.