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# Time Talent Energy Overcome Organizational Drag A

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5 Steps to Breakthrough Performance in Your Organization  
People Operations  
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Ask More  
Immunity to Change  
Overcome Organizational Drag and Unleash Your Team's Productive Power  
Cultural Brilliance  
Decide & Deliver  
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The Path to Extraordinary Productivity  
Doing Agile Right  
Time, Talent, Energy  
How Google, Bono, and the Gates Foundation  
Rock the World with OKRs  
The Power of Questions to Open Doors, Uncover Solutions, and Spark Change  
Lead and Disrupt  
Getting Your Organization on the Growth Track--and Keeping it There  
Building Organizational Capability and Capacity

to Create Outcomes that Matter Most  
The DNA of Organizational Excellence  
Understanding the Productivity Paradox  
Five Bullets, One Gun, and the Struggle to Save  
an American Neighborhood  
A Step-By-Step Guide to Getting Your Employees  
Obsessed with Customer Service  
Scaling Leadership  
The Secrets of Highly Successful Groups  
The Service Culture Handbook  
Organizational Linkages  
Talent Management in Global Organizations  
The Power of Introverts in a World That Can't Stop  
Talking  
Think Again  
Organizational Culture and Leadership  
The Feedback Imperative  
The Toyota Way to Lean Leadership: Achieving  
and Sustaining Excellence through Leadership  
Development  
Time Talent Energy  
How to Build the Highest Performing Cultures  
Through the Science of Total Motivation  
Value Imperative  
Leading the Unleadable  
Developing Leadership Talent  
How to Overcome the Predictable Crises of  
Growth  
The Effective Executive  
Principles of Management

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**ALIJAH  
JOHNS**

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Harvard Business Review Press  
The Missing Link to Toyota-Style Success—LEAN LEADERSHIP  
Winner of the 2012 Shingo Research and Professional Publications Award “This great book reveals the secret ingredient to lean success: lean leadership. Not only is it a pleasure to read, but it is also deep and enlightening. This book is an absolute must-read for

anyone interested in lean: it’s both an eye opener and a game changer.”  
—Michael Ballé, Ph.D., coauthor of The Gold Mine and The Lean Manager “This will immediately be recognized as the most important book ever published to understand and guide ‘True North Lean’ and the goal of perpetual business excellence.”  
—Ross E. Robson, President and CEO, DnR Lean, LLC, and

the original Director of The Shingo Prize “An excellent book that will shape leadership development for decades to come.”  
—Karen Martin, Principal, Karen Martin & Associates, and author of The Kaizen Event Planner  
About the Book: TOYOTA. The name signifies greatness—world-class cars and game-changing business thinking. One key to the Toyota Motor Company’s

unprecedented success is its famous production system and its lesser-known product development program. These strategies consider the end user at every turn and have become the model for the global lean business movement. All too often, organizations adopting lean miss the most critical ingredient—lean leadership. Toyota makes enormous investments in carefully selecting and intensively

developing leaders who fit its unique philosophy and culture. Thanks to the company's lean leadership approach, explains Toyota Way author Jeffrey Liker and former Toyota executive Gary Convis, the celebrated carmaker has set into motion a drive for continuous improvement at all levels of its business. This has allowed for: Constant growth: Toyota increased profitability for

58 consecutive years—slowing down only in the face of 2008's worldwide financial difficulties, the recall crisis, and the worst Japanese earthquake of the century. Unstoppable inventiveness: Toyota's approach to innovative thinking and problem solving has resulted in top industry ratings and incredible customer satisfaction, while allowing the company to weather these three

crises in rapid succession and to come out stronger. Strong branding and respect: Toyota's reputation was instrumental in the company's ability to withstand the recalls-driven media storm of 2010. But what looked to some to be a sinking ship is once again running under a full head of steam. Perhaps the Toyota culture had weakened, but lean leadership was the

beacon that showed the way back. In fact, writes Liker, the company is "as good and perhaps a better model for lean leadership than it ever has been." of innovation and growth. Yet, Industry Week reports that just 2 percent of companies using lean processes can likewise claim to have had long-term success. What the other 98 percent lack is unified leadership with a common

method and philosophy. If you want to get lean, you have to take it to the leadership level. The Toyota Way to Lean Leadership shows you how. [5 Steps to Breakthrough Performance in Your Organization](#) AMACOM Time, Talent, EnergyOvercome me Organizational Drag and Unleash Your Team s Productive PowerHarvard Business Review Press *People Operations*

Currency Presents advice on ways to inspire confidence in management and achieve lasting success in an organization.

**The Culture Code** John Wiley & Sons An award-winning journalist's dramatic account of a shooting that shook a community to its core, with important implications for the future. On the last evening of summer in 2013, five shots rang out in a part of

northeast Denver known as the Holly. Long a destination for African American families fleeing the Jim Crow South, the area had become an "invisible city" within a historically white metropolis. While shootings there weren't uncommon, the identity of the shooter that night came as a shock. Terrance Roberts was a revered anti-gang activist. His attempts to bring peace

to his community had won the accolades of both his neighbors and the state's most important power brokers. Why had he just fired a gun? In The Holly, the award-winning Denver-based journalist Julian Rubinstein reconstructs the events that left a local gang member paralyzed and Roberts facing the possibility of life in prison. Much more than a crime story, The Holly is a

multigenerational saga of race and politics that runs from the civil rights movement to Black Lives Matter. With a cast that includes billionaires, elected officials, cops, developers, and street kids, the book explores the porous boundaries between a city's elites and its most disadvantaged citizens. It also probes the fraught relationships between police, confidential informants,

activists, gang members, and ex-gang members as they struggle to put their pasts behind them. In *The Holly*, we see how well-intentioned efforts to curb violence and improve neighborhoods can go badly awry, and we track the interactions of law enforcement with gang members who conceive of themselves as defenders of a neighborhood. When Roberts goes on trial, the city's fault lines are fully exposed. In a

time of national reckoning over race, policing, and the uses and abuses of power, Rubinstein offers a dramatic and humane illumination of what's at stake. [Ask More](#) Harvard Business Press #1 New York Times Bestseller Legendary venture capitalist John Doerr reveals how the goal-setting system of Objectives and Key Results (OKRs) has helped tech giants

from Intel to Google achieve explosive growth—and how it can help any organization thrive. In the fall of 1999, John Doerr met with the founders of a start-up whom he'd just given \$12.5 million, the biggest investment of his career. Larry Page and Sergey Brin had amazing technology, entrepreneurial energy, and sky-high ambitions, but no real business plan. For Google to change the

world (or even to survive), Page and Brin had to learn how to make tough choices on priorities while keeping their team on track. They'd have to know when to pull the plug on losing propositions, to fail fast. And they needed timely, relevant data to track their progress—to measure what mattered. Doerr taught them about a proven approach to operating excellence: Objectives and Key

Results. He had first discovered OKRs in the 1970s as an engineer at Intel, where the legendary Andy Grove ("the greatest manager of his or any era") drove the best-run company Doerr had ever seen. Later, as a venture capitalist, Doerr shared Grove's brainchild with more than fifty companies. Wherever the process was faithfully practiced, it worked. In this goal-setting



system, objectives define what we seek to achieve; key results are how those top-priority goals will be attained with specific, measurable actions within a set time frame. Everyone's goals, from entry level to CEO, are transparent to the entire organization. The benefits are profound. OKRs surface an organization's most important work. They focus effort and foster

coordination. They keep employees on track. They link objectives across silos to unify and strengthen the entire company. Along the way, OKRs enhance workplace satisfaction and boost retention. In *Measure What Matters*, Doerr shares a broad range of first-person, behind-the-scenes case studies, with narrators including Bono and Bill Gates, to demonstrate the focus, agility, and

explosive growth that OKRs have spurred at so many great organizations. This book will help a new generation of leaders capture the same magic. *Immunity to Change* AMACOM What hidden skill links successful people in all walks of life-- across cultures, industries, generations . . . all of time? The answer is surprisingly simple: they know how to ask the right questions at the right time.

Questions help us break down barriers, discover secrets, solve puzzles, and imagine new ways of doing things. The right question can provide for us not only the answer we need right then but also the ones we'll need tomorrow. Emmy award-winning journalist and media expert Frank Sesno wants to teach you how to question others in a methodical, intentional way so that you can find

the same success that others have found by mastering this simple skill. From the author's illuminating interviews that he has included in the book, you will learn: • How the Gates Foundation used strategic questions to plan its battle against malaria • How turnaround expert Steve Miller uses diagnostic questions to get to the heart of a company's problems • How creative questions

animated a couple of techie dreamers to brainstorm Uber • How journalist Anderson Cooper uses confrontational questions to hold people accountable throughout Ask More, you'll explore all different types of inquiries--from questions that cement relationships, to those that will help you plan for the future. By the end, you'll know what to ask and when, what you should listen for, and what

you can expect as the outcome. Overcome Organizational Drag and Unleash Your Teams Productive Power McGraw Hill Professional A Washington Post Bestseller Three Principles for Managing—and Avoiding—the Problems of Growth Why is profitable growth so hard to achieve and sustain? Most executives manage their companies as if the solution to that problem lies in

the external environment: find an attractive market, formulate the right strategy, win new customers. But when Bain & Company's Chris Zook and James Allen, authors of the bestselling Profit from the Core, researched this question, they found that when companies fail to achieve their growth targets, 90 percent of the time the root causes are internal, not external—increasing

distance from the front lines, loss of accountability, proliferating processes and bureaucracy, to name only a few. What's more, companies experience a set of predictable internal crises, at predictable stages, as they grow. Even for healthy companies, these crises, if not managed properly, stifle the ability to grow further—and can actively lead to decline. The key insight from Zook and

Allen's research is that managing these choke points requires a "founder's mentality"—behaviors typically embodied by a bold, ambitious founder—to restore speed, focus, and connection to customers: • An insurgent's clear mission and purpose • An unambiguous owner mindset • A relentless obsession with the front line

Based on the authors' decade-long study of

companies in more than forty countries, The Founder's Mentality demonstrates the strong relationship between these three traits in companies of all kinds—not just startups—and their ability to sustain performance. Through rich analysis and inspiring examples, this book shows how any leader—not only a founder—can instill and leverage a founder's mentality throughout

their organization and find lasting, profitable growth. Cultural Brilliance Farrar, Straus and Giroux

Difficult employees are by far the worst part of a manager's job. Control freaks. Narcissists. Slackers. Cynics. Their outbursts, irrational demands, gripes, and countless other disruptions need to be dealt with, and you are the unlucky one with that

job description. But every manager has to deal with these people. What separates the great managers is their ability to turn them into productive team players. Leading the Unleashable turns this seemingly difficult chore into a straightforward process that gently, yet effectively, improves behaviors. And it begins with understanding a core truth: most people

actually want to contribute results, not cause headaches. When the manager resets to that fundamental principle, the potential for change can reveal itself in even the most hopeless situations. Written by an insider in the tech industry, where personality issues routinely wreck projects, the book explains how to: • Master the necessary mindset • Explain the problem

calmly in a short feedback session • Get a commitment to change, then follow up • Coach others to replicate the process • Develop the situational awareness required to spot future trouble before it hits Are you a great manager? Of course you believe you are. So don't just put up with your difficult employees. Anyone can do that. Turn them into the tremendous team players

everyone wants them to be!

*Decide & Deliver*

Bantam

A new, comprehensive playbook for innovation from the New York Times bestselling author of *Reverse Innovation*, Vijay Govindarajan. In his seminal book *The Three-Box Solution*, Vijay Govindarajan offered an amazingly simple and highly effective framework for leading innovation: Execute the

present core business at peak efficiency (Box 1) Avoid the inhibiting traps of past success (Box 2) Build a future day by day through breakthrough innovations (Box 3) Since the book's publication, companies across the globe have used the three-box framework to great success. Now, along with Manish Tangri, a corporate dealmaker at Intel, Govindarajan goes deeper into the most

crucial box of all: creating the future. Together they provide a repeatable process for companies to create new breakthroughs --from ideation through incubation to scaling. Full of worksheets, exercises, tools, and examples, *The Three-Box Solution Playbook* is the guide you and your team need to drive innovation and growth--and continually revitalize your company. **Quiet National**

Academies Press  
In this instant New York Times bestseller, Angela Duckworth shows anyone striving to succeed that the secret to outstanding achievement is not talent, but a special blend of passion and persistence she calls “grit.” “Inspiration for non-genius everywhere” (People). The daughter of a scientist who frequently noted her lack of “genius,” Angela

Duckworth is now a celebrated researcher and professor. It was her early eye-opening stints in teaching, business consulting, and neuroscience that led to her hypothesis about what really drives success: not genius, but a unique combination of passion and long-term perseverance. In Grit, she takes us into the field to visit cadets struggling through their first days at West Point,

teachers working in some of the toughest schools, and young finalists in the National Spelling Bee. She also mines fascinating insights from history and shows what can be gleaned from modern experiments in peak performance. Finally, she shares what she’s learned from interviewing dozens of high achievers—from JP Morgan CEO Jamie Dimon to New Yorker cartoon editor Bob

Mankoff to Seattle Seahawks Coach Pete Carroll. “Duckworth’s ideas about the cultivation of tenacity have clearly changed some lives for the better” (The New York Times Book Review). Among Grit’s most valuable insights: any effort you make ultimately counts twice toward your goal; grit can be learned, regardless of IQ or circumstances ; when it comes to child-rearing,

neither a warm embrace nor high standards will work by themselves; how to trigger lifelong interest; the magic of the Hard Thing Rule; and so much more. *Winningly* personal, insightful, and even life-changing, Grit is a book about what goes through your head when you fall down, and how that—not talent or luck—makes all the difference. This is “a fascinating

tour of the psychological research on success” (The Wall Street Journal). *The Path to Extraordinary Productivity* Lulu.com Explore a new and effective method for seizing opportunity in the face of uncertainty In *Provoke: How Leaders Shape the Future by Overcoming Fatal Human Flaws*, renowned strategy consultants and best-selling authors Geoff Tuff and Steven Goldbach deliver an



insightful exploration of how people tend to act tentatively in the face of uncertainty and provide the tools we need to do things differently. Tuff and Goldbach offer up a compelling argument for the proposition that taking a "wait and see" approach is the exact opposite of what helps visionary leaders change the world. Drawing on principles from business

and behavioral economics, the book shows readers from all walks of life how to provoke action as a mechanism to advance. In this book you'll discover: An overview of the assortment of cognitive biases which tend to restrain and distort leadership decision making in the face of uncertainty. How to recognize the 'phase change' that occurs when

an uncertainty resolves from being a question of "if" to being a matter of "when" Five different models of provocation which can be used alone or in combination to anticipate, drive through and exit that phase change in a way that creates the future you desire. How true "provocateurs" shake the foundations of their industries, firms, sectors, and governments by overcoming

their need for certainty before action Perfect for leaders or aspiring leaders in all walks of life where uncertainty abounds—which is to say, almost everywhere—Provoke will become your go-to guide to overcoming those natural human instincts that keep us frozen in place and prevent us from seizing our opportunities. *Doing Agile Right* National Academies Press Citing the

productivity challenges posed by high-demand, interrupted environments, three leadership experts identify five strategic choices that help professionals to establish top priorities, focus their mindsets, and achieve important goals. Time, Talent, Energy Penguin How the Best Companies are Skipping HR and Winning the Future of Work with People Ops

People Operations: Automate HR, Design a Great Employee Experience, and Unleash Your Workforce explains how leaders at small- and medium-sized businesses can stop spending time on HR administration—"paperwork"—and start focusing on the "peoplework" that truly fuels employee growth and productivity. Authors Jay Fulcher, Kevin Marasco, Tracy Cote of

Zenefits, the leading people operations platform, provide readers with a playbook for creating a massive competitive advantage by eliminating antiquated approaches to HR. The book takes a look at how work has changed and what companies need to do about it, and the new approach they must take to processes, systems, and best practices. You'll learn how to eliminate busywork and

hassle, and how to use that newfound time and capital to empower your biggest asset: your people. You'll receive the end-to-end guide to: Digitizing legacy HR functions Using robots for the busywork you hate Employing software to design and improve your employee experience Assembling and empowering your "people team" Utilizing the included plans and templates to

guide each stage of your business transformation Perfect for managers, leaders, small business owners, and executives, People Operations is perfect for anyone who wants to optimize HR, maximize their workforce investment, support their employees, and modernize their business. **How Google, Bono, and the Gates Foundation Rock the World with OKRs** Harvard

Business Press adhocracy. annual  
 How do This book productivity  
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productivity. Leading experts explore how processes such as problem solving prompt changes in productivity and how inertia and other characteristics of organizations stall productivity. The book examines problems in productivity measurement and presents solutions. Also examined in this useful book are linkage issues in the fields of software

engineering and computer-aided design and why organizational downsizing has not resulted in commensurate productivity gains. Important theoretical and practical implications contribute to this volume's usefulness to business and technology managers, human resources specialists, policymakers, and researchers. **Lead and Disrupt** Prentice Hall In the 21st century, your

company's success depends on your ability to adapt to change. Cultural Brilliance: The DNA of Organizational Excellence will help your company increase positivity, invention, and the productivity of your workforce. By using the Cultural Brilliance System as your guide, you'll harness the untapped potential in your business culture to solve problems such

as mistrust, low engagement, and overwhelming complexity. You'll learn how to: - Uncover how your cultural system currently operates - Identify your target, brilliant culture - Co-design solutions with participation from all organizational levels - Develop action plans that instill new mindsets, behaviors, and structures - Make listening, trust, and

truth telling an essential part of your organization In Cultural Brilliance: The DNA of Organizational Excellence, Claudette Rowley offers organizations a step-by-step guide to intentionally assessing, designing, and integrating cultural change that's iterative, each success building on previous successes. The result is an enterprise that continues to evolve in ways that decrease stress, inspire

learning, and promote organizational health. Author Biography Claudette Rowley is the CEO of Cultural Brilliance, a cultural design and change management consultancy. Over the past twenty years, Claudette Rowley has consulted, trained and coached executive leaders and teams at Fortune 1000 companies, small businesses, academic institutions, and start-ups, helping them

create proactive and innovative workplace cultures that deliver outstanding results. Claudette is passionate about helping organizations resolve complex problems in ways that honor the intelligence of their cultural system and the brilliance of their people. As the creator of the Cultural Brilliance System(TM), she also hosts a globally syndicated radio show, Cultural

Brilliance Radio, and has taught a course on culture and communication at Northeastern University. She lives in the Greater Boston area with her family. Getting Your Organization on the Growth Track--and Keeping it There John Wiley & Sons "Coyle spent three years researching the question of what makes a successful group tick, visiting some of the world's most productive

groups-- including Pixar, Navy SEALs, Zappos, IDEO, and the San Antonio Spurs. Coyle discovered that high-performing groups ... generate three key messages that enable them to excel: 1. Safety (we are connected), 2. Shared risk (we are vulnerable together), 3. Purpose (we are part of the same story)"-- *Building Organizational Capability and Capacity to Create Outcomes that*

<p><i>Matter Most</i> John Wiley &amp; Sons 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</p>	<p>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</p>	<p>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</p>
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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. *The DNA of Organizational Excellence* Greenleaf Book Group Principles of Management is designed to meet the scope and sequence requirements of the introductory course on management. This is a traditional approach to management using the leading, planning, organizing, and controlling

approach. Management is a broad business discipline, and the Principles of Management course covers many management areas such as human resource management and strategic management, as well behavioral areas such as motivation. No one individual can be an expert in all areas of management, so an additional benefit of this text is that specialists in a variety of

areas have authored individual chapters. Understanding the Productivity Paradox John Wiley & Sons See faster results through everyday feedback. The Feedback Imperative: How to Give Everyday Feedback to Speed Up Your Team's Success reveals the hidden reasons why giving feedback to employees can be so difficult and yet so urgently

needed in today's workplace, and provides the definitive steps for overcoming feedback avoidance and taking great leaps forward with employee engagement, retention, and performance. Anna Carroll applies her extensive research and expertise in business consulting and psychology to illustrate how brain science, generational trends, our information economy, limiting beliefs, and organizational

culture collide in the new workplace, creating a huge gap between the supply and demand of helpful professional feedback. In her "Seven Steps to Everyday Feedback" and sixteen tools for self-assessment and planning, Carroll provides detailed instructions for leaders to execute a feedback turnaround that will quench their team members' thirst for

helpful  
feedback and  
build a culture

in which  
employee-to-  
leader and  
peer-to-peer

feedback are  
welcome as  
well.