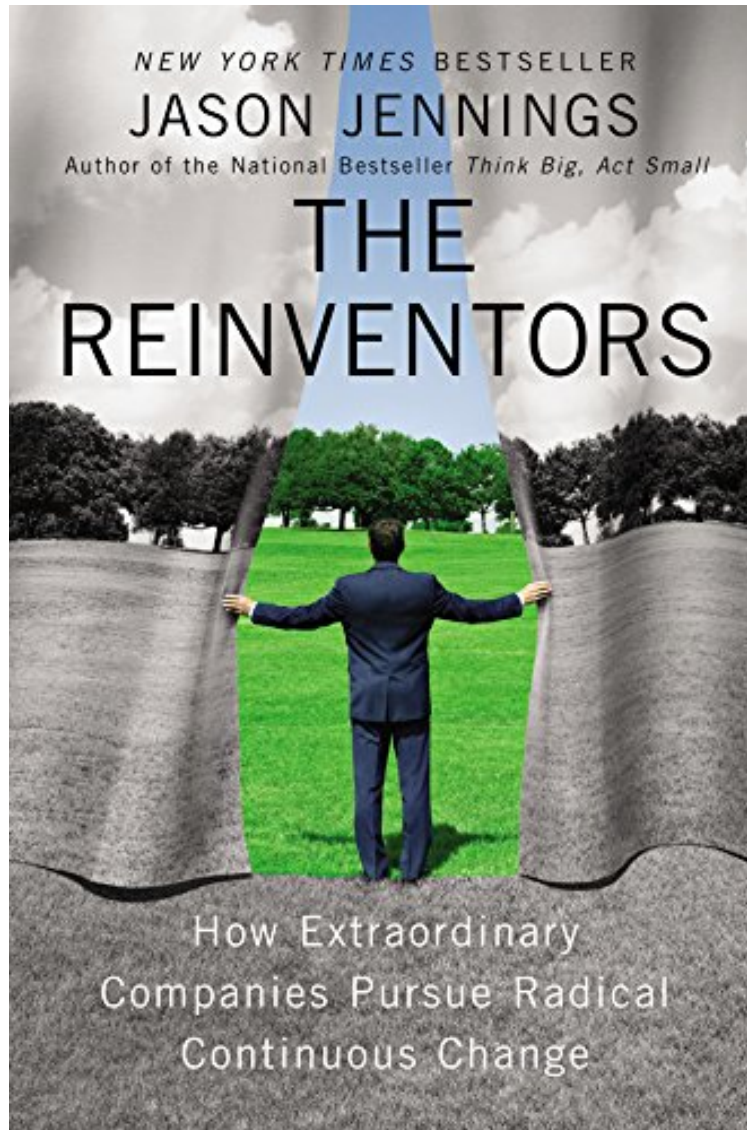


(Download) The Reinventors: How Extraordinary Companies Pursue Radical Continuous Change

The Reinventors: How Extraordinary Companies Pursue Radical Continuous Change

Jason Jennings

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Jason Jennings : The Reinventors: How Extraordinary Companies Pursue Radical Continuous Change before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Reinventors: How Extraordinary Companies Pursue Radical Continuous Change:

2 of 2 people found the following review helpful. Add me to the Jason Jennings aficionados By Camerons I have to admit, Jennings writes in a style that is easy to read, and tough to put down. Yet, Jennings builds his writings on a lot of research, screening, organizing, and finding themes. So... themes? What's the main theme? In business, and in life,

continuous change is imperative to stay vital. Sticking with the status quo will ensure inevitable decline. Jason Jennings screens, then interviews, successful business leaders to learn how they pursue never-ending change. I look at it as that we are in a constant never ending journey with lots of accomplishments along the way. Why does this matter to you or me? I'm not a CEO. Well... unless a company is changing and growing, wages get frozen, downsizing occurs, layoffs take place, and the company ends up with a disappointed, disillusioned, and cynical workforce. There's a key need to stay ahead of customer's continually changing needs and wants. A few key distilled points (which don't REALLY do it justice) Have a destination: * Need to find out what customers will really value - big, bright ideas that are ahead of what the customer thinks he or she needs or wants emsp; Approach to moving forward - small bets: * Make lots of small bets (too risky to put everything in one arena) - then cut losses quickly for the "wrong" bets Encourage the atmosphere/culture: * Hire the right people - look for inquisitiveness; people who want to continually improve Compartment for leader: * Take responsibility for what they say and that it is understood* Coach/mentor/inspire 14 of 15 people found the following review helpful. Now I'm a believer By Dan Coughlin When it comes to Jason Jennings new book, *The Reinventors*, I would like to quote Neil Diamond: Now, I'm a believer! Ten years ago I was serving as an outside consultant for a senior-level executive team in a Fortune 200 company. The person in charge of the group talked about reinvention ad nauseam. He would say to his employees, "You need to reinvent yourself. You need to reinvent the way you do employee performance reviews, the way we serve our customers, the way we look as a business, and the way you dress to work." He would pound on his desk, and whenever employees heard the word reinvention their eyes would start to roll. He was so obsessed with reinvention that he practically reinvented his organization to death. He wanted his company to reinvent everything about itself even when it didn't make sense to do so. As a result, I developed an adverse feeling toward the word reinvention. Then I read this magnificent book, *The Reinventors*, by Jason Jennings. At the foundation of this book are two tremendously important insights: First, you should always be willing to reinvent every aspect of yourself, your team, and your organization. Nothing should be sacrosanct. You should be willing to consider for reinvention your values, your mission, your vision, your strategy, your tactics, your products and services, your approach to clients and the marketplace and every other aspect of who you are as an individual, a team, and an organization. Second, you should never reinvent anything about yourself or your organization unless it makes sense to do so. You should never reinvent some aspect of yourself or your organization just for the sake of reinventing it. The magic of *The Reinventors* is found in these two critically important concepts. The greatest companies in the world are willing to constantly reinvent themselves, but they only do so when the reinvention makes sense. Rarely has a business book ever been more timely than this one. Due largely to the world's dramatic increase in internet activity and the management of data, more people are connected in more ways around the world than ever before to an exponential degree. Change has always been constant, but now there is a constant rate of highly accelerated change. This means every month provides new world opportunities for every enterprise from small to large. Consequently the ideas in *The Reinventors* have tremendous practical value right now. Here are some of my favorite ideas from the book: Build a culture of change and growth. To me, a culture is how people consistently behave. Consequently, if you build an environment where people consistently look to change and grow in meaningful ways, you proactively prepare yourself to deal with changes in the marketplace. Rather than being forced to change, this type of culture is always ready to change when the changes make sense. One of my favorite stories in the book is in the introduction. Jennings talks about going back to his hometown where he grew up. He finds almost of the businesses he once admired have shut down. In asking long-time residents what had happened, he found the common denominator of failure was an unwillingness to change as the market changed. This is a story so many of us can relate to and makes a powerful point: we can never assume that what worked in the past will work in the future. Another great example of this in the book is the story of Anderson-McQueen Funeral Home on pages 60-67. It's a great story of how a very traditional business reinvented itself in a declining market and dramatically increased its sustainable, profitable growth. Kiss a lot of frogs. This is the title of Chapter Four and it makes so many good points about the importance of trying a lot of small ideas to see which ones work and which ones don't. In this chapter, Jennings uses the famous example of the reinvention of Starbucks to highlight the importance of testing lots and lots of small ideas in order to find the necessary insights to reignite a big brand name. Jennings wrote on page 90, "A culture of small bets is a learning culture in which people discover the right paths to new destinations." I think that idea applies to every type of organization. Who stays, who leads, who goes. This is the title of Chapter Five and it explores the importance of having the right people in place in order to effectively reinvent an organization on a consistent basis. Forever frugal. On page 153, Jennings wrote, "The lesson is clear: Having too much money or too many resources can actually get in the way of successful reinvention." His point is a powerful one. It's not that having money stashed away is a bad thing. The problem occurs when people think they can throw money at a problem in order to make it go away. That kind of undisciplined approach is what creates even bigger problems. Regardless of your resources, the key is to approach reinvention with a very tight handle on your spending. Invest in small ways, but learn from every action you take. Ask WTGBRFSTM: What's the Good Business Reason for Spending This Money? This is my favorite question in the book. It is one of the reasons why Jennings has convinced me to be a believer in reinvention. It gets to the very heart of never reinventing just for the sake of reinventing. I encourage you to ask

yourself this question every time you are considering to reinvent yourself or your organization. I encourage you to study *The Reinventors* very closely. This is a book for the ages, but particularly for this age. 0 of 0 people found the following review helpful. Great examples of game changing leaders of our times. By gfaen I've read all of Jason's books and this one stands tall as another great book destined to be a must have for any leader. The financial events of 2008 decimated many companies, yet here are leaders of companies in nearly all industries imaginable that not only weathered those times; they GREW by making small bets rather than wholesale changes. Any leader should read this book, and more importantly learn from it. You face your own peril if you allow yourself to become too comfortable because your competition is working hard to dislodge you. Today, every business is being observed and studied by those that want your revenues. Your best strategy is to heed Jennings' call to action and embrace constant change in order to stay ahead of your customers and ultimately your competitors.

For most businesses, success is fleeting. There are only two real choices: stick with the status quo until things inevitably decline, or continuously change to stay vital. But how? Bestselling leadership and management guru Jason Jennings and his researchers screened 22,000 companies around the world that had been cited as great examples of reinvention. They selected the best, verified their success, interviewed their leaders, and learned how they pursue never-ending radical change. The fresh insights they discovered became Jennings's "reinvention rules" for any business. The featured companies include: Starbucks-which turned itself around by making tons of small bets on new ideas. Fresher store designs, better food products, and free Wi-Fi were a few of the results. Apollo Tyres-which launched the Apollo Academy to train everyone and reinvented how it finds, keeps, and grows people. It went from five hundred million to two billion in annual sales in only a few years. Arrow Electronics-which found success by solving problems that drove its customers crazy and has become a twenty-billion-dollar electronics giant by shifting its focus from selling commodities to custom tailoring solutions. Smithfield Foods-which faced a PR crisis over the way it slaughtered animals and polluted the environment and transformed itself by hiring an environmental activist and empowering him to transform the company's ethos. If you're ready to toss same old, same old out the door, *The Reinventors* will become your road map to successfully pursuing continuous change. It will help your company stay relevant for years to come. From the Hardcover edition.