



SCALING UP EXCELLENCE

GETTING TO MORE WITHOUT
SETTLING FOR LESS



ROBERT I. SUTTON / HUGGY RAO

"A great read that provides real, practical advice whether you're a team of 5 or 50,000. Sutton and Rao find just the right stories to show how almost any team can get bigger and better."
LASZLO BOCK, Senior Vice President of People Operations, Google

Scaling Up Excellence Getting To More Without Settling For Less

Harvard Business Review, Nancy Duarte, Bryan A. Garner, Mary Shapiro, Jeff Weiss

Scaling Up Excellence Getting To More Without Settling For Less:

Scaling Up Excellence Robert I. Sutton, Huggy Rao, 2014-02-04 Wall Street Journal Bestseller The pick of 2014's management books Andrew Hill Financial Times One of the top business books of the year Harvey Schacter The Globe and Mail Bestselling author Robert Sutton and Stanford colleague Huggy Rao tackle a challenge that determines every organization's success how to scale up farther faster and more effectively as an organization grows Sutton and Rao have devoted much of the last decade to uncovering what it takes to build and uncover pockets of exemplary performance to help spread them and to keep recharging organizations with ever better work practices Drawing on inside accounts and case studies and academic research from a wealth of industries including start ups pharmaceuticals airlines retail financial services high tech education non profits government and healthcare Sutton and Rao identify the key scaling challenges that confront every organization They tackle the difficult trade offs that organizations must make between whether to encourage individualized approaches tailored to local needs or to replicate the same practices and customs as an organization or program expands They reveal how the best leaders and teams develop spread and instill the right mindsets in their people rather than ruining or watering down the very things that have fueled successful growth in the past They unpack the principles that help to cascade excellence throughout an organization as well as show how to eliminate destructive beliefs and behaviors that will hold them back *Scaling Up Excellence* is the first major business book devoted to this universal and vexing challenge and it is destined to become the standard bearer in the field *Scaling Up Excellence* Robert I. Sutton, Huggy Rao, 2014-02-04 In *Scaling Up Excellence* bestselling author Robert Sutton and Stanford colleague Huggy Rao tackle a challenge that determines every organization's success scaling up farther faster and more effectively as a program or an organization creates a larger footprint Sutton and Rao have devoted much of the last decade to uncovering what it takes to build and uncover pockets of exemplary performance to help spread them and to keep recharging organizations with ever better work practices Drawing on inside accounts and case studies and academic research from a wealth of industries including start ups pharmaceuticals airlines retail financial services high tech education non profits government and healthcare Sutton and Rao identify the key scaling challenges that confront every organization They tackle the difficult trade offs that organizations must make between Buddhism versus Catholicism whether to encourage individualized approaches tailored to local needs or to replicate the same practices and customs as an organization or program expands They reveal how the best leaders and teams develop spread and instill the right mindsets in their people rather than ruining or watering down the very things that have fueled successful growth in the past They unpack the principles that help to cascade excellence throughout an organization as well as show how to eliminate destructive beliefs and behaviors that will hold them back *Scaling Up Excellence* is the first major business book devoted to this universal and vexing challenge It is destined to become the standard bearer in the field *Scaling Up Excellence* Robert I. Sutton, Hayagreeva Rao, Huggy Rao, 2015-01-27

In *Scaling Up Excellence* bestselling author Bob Sutton and Stanford colleague Huggy Rao tackle the topic that obsesses businesses large and small from start ups to Fortune 500 companies how to scale up their businesses and spread excellence throughout the organizational culture **Scaling Up Excellence: Getting to More Without Settling for Less (Blinkist Summary)**. Blinkist Blinkist,2019 **Scaling Up Excellence: Getting to More Without Settling for Less (Blinkist Summary)** ,2019 Organizations need to be able to scale to survive In their 2014 book *Scaling Up Excellence* Robert I Sutton and Huggy Rao share research backed strategies that can help organizations replicate excellence in new places and successfully scale This audiobook summary distills some of the key lessons in *Scaling Up Excellence* into a series of concise clips Learn how to navigate between standardization and local variation find the approach that best fits your company eliminate redundant processes clear out negative practices and more Note This audiobook summary was produced by Blinkist We are pleased to host this content in our library *Committed Teams* Mario Moussa, Madeline Boyer, Derek Newberry, 2016-02-22 Build high performing teams with an evidence based framework that delivers results *Committed* is a practical handbook for building great teams Based on research from Wharton s Executive Development Program EDP this concise guide identifies the common challenges that arise when people work together as a group and provides key guidance on breaking through the barriers to peak performance *Committed* draws its insights from the EDP s living lab an intensive two week simulation during which executive level participants run complex global businesses The authors have observed over 100 teams collaborating and competing for over 100 combined years in this intense environment It has yielded fundamental insights about teamwork what usually goes wrong what frequently goes right and the methods and techniques that will help you access your team s full potential These insights have been distilled into a simple repeatable process that you can start applying today Getting teams engaged and aligned is hard *Committed* will give you the tools you need to deal with all of the familiar teamwork challenges that get in the way organizational politics delegation coordination and aligning skills and motivation Using vivid stories and examples from the worlds of business sports and non profits it will teach you how to Understand the dynamics of successful teams Achieve peak performance using a research backed methodology Gain expert insight into why most teams underperform Learn the critical points common to all great teams *Committed* gives you the perspective you need to combine the right people with the right way of collaborating to achieve extraordinary results

De Gruyter Handbook of Sociology of Innovation and Entrepreneurship Olav Sorenson, Patricia H.

Thornton, 2025-04-21 The number of organization theorists and sociologists studying innovation and entrepreneurship has grown rapidly over the past two decades yet it has been roughly 15 years since any volume has attempted a comprehensive review of the state of the literature In addition to having grown rapidly the sociological literatures on entrepreneurship and innovation have evolved relatively independently However there are intellectual synergies to be gained in connecting these two literatures A large share of innovation happens in the context of startups and a large share of startups pursue innovation

through the commercialization of products and services Featuring engaging contributions from leading scholars in the field the De Gruyter Handbook of Sociology of Innovation and Entrepreneurship is a must have and up to date summary of the literatures on the sociology of entrepreneurship and innovation It is a comprehensive reference work highlighting emerging areas and cutting edge research while also providing a vibrant agenda that empowers scholars and students to generate new ideas and knowledge

A Scarlet Death Elaine Viets,2024-04-02 Angela s new case is full of dark secrets and scandal but shocking events closer to home prove to be her biggest challenge yet Nobody in Chouteau Forest expected one of their most prominent citizens socialite Selwyn Skipton to be found dead in such salacious circumstances strangled on satin bedsheets a red letter A brutally stapled to his chest in his private apartment above the Chouteau Forest Chocolate Shoppe Selwyn was a good man He gave to charity supported local causes and was married to his wife for more than twenty years What did he do to deserve such a terrible end As Death Investigator Angela Richman investigates she uncovers Selwyn s dark secret but also faces an unexpected chilling conundrum closer to home

Tech Olivier Alexandre,2025-09-23 The first holistic analysis of the space mindset and inner workings of Silicon Valley in a generation Sometimes only an outsider can show how an industry works and how that industry works upon the world In Tech sociologist Olivier Alexandre takes us on a revealing tour of Silicon Valley s prominent personalities and vibrant networks to capture the way its denizens live think relate and innovate and how they shape the very code and conduct of business itself Even seasoned observers will gain insight into the industry s singular milieu from Alexandre s piercing eye He spends as much time with Silicon Valley s major players as with those who fight daily to survive within a system engineered for disruption Embedded deep within the community Alexandre accesses rooms shut tight to the public and reports back on the motivations ambitions and radical vision guiding tech companies From the conquest of space to quantum computing engineers have recast the infinitely large and small Some scientists predict the end of death and the replacement of human beings with machines But at what cost Alexandre sees a shadow hanging over the Valley jeopardizing its future and the economy made in its image Critical yet fair Tech illuminates anew a world of perpetual revolution

The Complete Guide to RFPs for Libraries Frances C. Wilkinson,Sever Bordeianu,2018-08-03 This comprehensive book covers the philosophy behind RFPs to prime readers to understand how to most effectively write them and provides instruction on navigating the submission process as it applies to multiple types of libraries For many years only large academic and public libraries and a few library systems regularly used RFPs Now smaller schools public libraries and library systems use RFPs as tools to select vendors for computer equipment online systems databases and materials Library consortia frequently use RFPs to select databases and integrated library systems In this useful book readers will learn more about the types and advantages of RFPs the timelines and logistics for submitting RFPs how to write different types of RFPs how to evaluate vendor performance the transfer process when a new vendor is selected vendor perspectives and RFP ethics An appendix includes sample RFPs and evaluation materials and a glossary defines language necessary to

writing and understanding RFPs This book is essential reading for librarians who need to select vendors to provide library materials including books serials and media in all formats as well as for those who are choosing integrated library systems security and inventory systems such as RFID computer equipment and software online and streaming materials such as books and music or services such as digitization [HBR Guides to Emotional Intelligence at Work Collection \(5 Books\) \(HBR Guide Series\)](#) Harvard Business Review, Karen Dillon, Amy Gallo, 2017-11-14 Emotional intelligence has been shown to be more important than other competencies in determining outstanding leadership Emotions drive some of our most critical professional interactions whether you're inspiring your team to higher performance persuading your boss to see something from your point of view dealing with difficult colleagues or managing your own stress level Indeed knowing how to manage emotions has become one of the crucial criteria in hiring and promotion This specially priced five volume set includes books from the HBR Guide series on the topics of Emotional Intelligence Office Politics Dealing with Conflict Managing Stress at Work and Managing Up and Across You'll learn how to Monitor and channel your moods and reactions Determine your emotional intelligence strengths and weaknesses Deal with difficult people Understand when to resolve a conflict head on and when to let it go Influence others across the organization Build supportive alliances with coworkers and colleagues Handle workplace stress in productive ways Arm yourself with the advice you need to succeed on the job with the most trusted brand in business Packed with how to essentials from leading experts the HBR Guides provide smart answers to your most pressing work challenges **Harvard Business Review Guides Ultimate Boxed Set (16 Books)** Harvard Business Review, Nancy Duarte, Bryan A. Garner, Mary Shapiro, Jeff Weiss, 2019-02-26 How to guides to your most pressing work challenges This 16 volume specially priced boxed set makes a perfect gift for aspiring leaders looking for trusted advice on such diverse topics as data analytics negotiating business writing and coaching This set includes Persuasive Presentations Better Business Writing Finance Basics Data Analytics Building Your Business Case Making Every Meeting Matter Project Management Emotional Intelligence Getting the Right Work Done Negotiating Leading Teams Coaching Employees Performance Management Delivering Effective Feedback Dealing with Conflict Managing Up and Across Arm yourself with the advice you need to succeed on the job with the most trusted brand in business Packed with how to essentials from leading experts the HBR Guides provide smart answers to your most pressing work challenges *HBR Guide to Dealing with Conflict (HBR Guide Series)* Amy Gallo, 2017-03-14 Learn to assess the situation manage your emotions and move on While some of us enjoy a lively debate with colleagues and others prefer to suppress our feelings over disagreements we all struggle with conflict at work Every day we navigate an office full of competing interests clashing personalities limited time and resources and fragile egos Sure we share the same overarching goals as our colleagues but we don't always agree on how to achieve them We work differently We rub each other the wrong way We jockey for position How can you deal with conflict at work in a way that is both professional and productive where it improves both your work and your relationships

You start by understanding whether you generally seek or avoid conflict identifying the most frequent reasons for disagreement and knowing what approaches work for what scenarios Then if you decide to address a particular conflict you use that information to plan and conduct a productive conversation The HBR Guide to Dealing with Conflict will give you the advice you need to Understand the most common sources of conflict Explore your options for addressing a disagreement Recognize whether you and your counterpart typically seek or avoid conflict Prepare for and engage in a difficult conversation Manage your and your counterpart s emotions Develop a resolution together Know when to walk away Arm yourself with the advice you need to succeed on the job with the most trusted brand in business Packed with how to essentials from leading experts the HBR Guides provide smart answers to your most pressing work challenges [Project Managers at Work](#) Bruce Harpham,2017-08-28 Read 25 in depth candid interviews with notable project managers Discover how project managers work what they do how they adapt and make decisions how they inspire and motivate others what career lessons and advice they can share and how they landed their current jobs either as project managers or in more senior positions thanks to their success as project managers Most of the project managers featured in this book together with a selection of program managers executives entrepreneurs and CEOs with project management backgrounds and responsibilities work in the technology sector but many work in other industries including banking and financial services consulting aerospace energy and transportation Bruce Harpham PMP a project management career advisor and journalist has chosen interviewees who range across the spectrum of company size and maturity and of individual career stages from CEOs who were formerly project managers such asMavenlink s Ray Grainger to founders of project management consulting firms such as Tramore s Tom Atkins to project managers at the world s leading tech giants such as IBM s Bob Tarne Google s Michael Lubrano Apple s Seth J Gillespie and Cisco s Hassan Osman in the space industry such as NASA s David Woerner Canadian Space Agency s Isabelle Tremblay and EUMETSAT s Hilary Wilson in financial services such as TD Bank s Ilana Sprongl and Ontario Municipal Employees Retirement System s Annette Lyjak and at transportation companies such as Amtrak s Sarina Arcari What You ll Learn Practicing project managers and engineers and graduates who aspire to become project managers will learn from the mouths of seasoned exponents at the top of their profession Break into project management cultivate leadership skills and influence higher ups Win assignments to manage career advancing projects and ace deliveries Avoid pitfalls and recover from operational failures and managerial mistakes Manage the distractions and pressures of project work successfully while maintaining high morale Discover the books courses and development strategies they used to make it to the top Who This Book Is For Practicing project managers including the half million PMI members required to pursue continuing education to maintain certification The secondary readership is engineers career changers and recent graduates who aspire to become project managers [The Rise and Fall of the East](#) Yasheng Huang,2023-01-01 The long history of China s relationship between stability diversity and prosperity and how its current leadership threatens this

delicate balance Riveting Tunku Varadarajan Wall Street Journal A Foreign Affairs Best Book of 2023 Chinese society has been shaped by the interplay of the EAST exams autocracy stability and technology from ancient times through the present Beginning with the Sui dynasty s introduction of the civil service exam known as Keju in 587 CE and continuing through the personnel management system used by the Chinese Communist Party CCP Chinese autocracies have developed exceptional tools for homogenizing ideas norms and practices But this uniformity came with a huge downside stifled creativity Yasheng Huang shows how China transitioned from dynamism to extreme stagnation after the Keju was instituted China s most prosperous periods such as during the Tang dynasty 618 907 and under the reformist CCP occurred when its emphasis on scale the size of bureaucracy was balanced with scope diversity of ideas Considering China s remarkable success over the past half century Huang sees signs of danger in the political and economic reversals under Xi Jinping The CCP has again vaulted conformity above new ideas reverting to the Keju model that eventually led to technological decline It is a lesson from China s own history Huang argues that Chinese leaders would be wise to take seriously [A Higher Education Equity Walk in The Struggle for American Identity](#) Lenford Sutton ,2024-02-03 A Higher Education Equity Walk in the Struggle for American Identity offers a compelling case study by Lenford Sutton recounting the author s parallel experience as the first black man to serve as the tempered radical in a historically white learning community In the Southwest Drawing parallels with the tragic fate of Ahmad Aubry in an unwelcoming community Sutton sheds light on the visible and unseen cultural frameworks racial habits and value gaps leaders from non dominant groups navigate when pursuing Diversity Equity and Inclusion goals and objects within the university strategic plans of Historically White Institutions In addition it captures deep reflection from the experience reframing problems in the spirit of Design Thinking with particular emphasis on Empathy as the Gateway to problem solving Recognizing that Digital transformation both cultural and demographic shifts are the drivers of enormous changes that foster fear and increased uncertainty the text emphasizes the new learnings and recommendations for leaders operating in similar circumstances It connotes that tempered radicals often reside at the intersection of innovation and the status quo and in the current cultural and technological disruption of higher education can serve the institution well if deployed appropriately by university leadership to scale its culture **Tribal Unity (paperback)** Em Campbell-Pretty,2016-10-11 Are you ready to create a one team culture Tribal Unity is a real world practical guide for leaders committed to making their organisation a great place to work Based in the true story of how one inspiring leader transformed a highly toxic organisational culture into an internationally recognised case study of success Tribal Unity shares proven patterns that are revolutionising the way teams of teams connect and perform Em Campbell Pretty is an internationally acclaimed business strategist speaker and one of Australia s leading Enterprise Agile consultants After 20 years in senior business roles within multinational blue chip corporations Em discovered Agile and became passionate about the chance it provides to align business and IT around the delivery of value Today Em is instrumental in empowering

Australia's largest enterprises in improving the effectiveness of their teams

7 Rules for Positive, Productive Change Esther Derby, 2019-08-06 Change is difficult but essential Esther Derby offers seven guidelines for change by attraction an approach that draws people into the process so that instead of resisting change they embrace it Even if you don't have change management in your job description your job involves change Change is a given as modern organizations respond to market and technology advances make improvements and evolve practices to meet new challenges This is not a simple process on any level Often there is no indisputable right answer and responding requires trial and error learning and unlearning Whatever you choose to do it will interact with existing policies and structures in unpredictable ways And there is quite simply a natural human resistance to being told to change Rather than creating more rigorous preconceived plans or imposing change by decree agile software developer turned organizational change expert Esther Derby offers change by attraction an approach that is adaptive and responsive and engages people in learning evolving and owning the new way She presents a set of seven heuristics guides to problem solving that empower people to achieve outcomes within broad constraints using their personal ingenuity and creativity When you work by attraction you give space and support for people to feel the loss that comes with change and help them see what is valuable about the future you propose Resistance fades because people feel there is nothing to push against only something they want to move toward Derby's approach clears the fog to provide a new way forward that honors people and creates safety for change

[An MBA in a Book](#) Xander Cansell, 2023-07-01 This highly visual full color guide covers everything taught on an MBA course perfect for MBA students or anyone who wants to become a more effective manager Filled with flow diagrams timelines case studies and infographics this accessible book presents information in an easy to digest way It covers the curriculum taught in all the top business schools around the world with real life case studies to show the theory in practice Discover what drives good business and the key skills and principles which underpin the commercial world Chapters include Accounting Macroeconomics Microeconomics Data Analysis Statistics Organizations Management Marketing Sales Operations Technology Strategy Startups and entrepreneurship This is the perfect guide to help you achieve a successful career in business management

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Million Dollar Women Julia Pimsleur Levine, 2016-10-18 American women are starting businesses at nearly twice the rate that men are but only three percent of female business owners have revenues of over one million dollars Most women entrepreneurs are stuck at the mom and pop level just getting by or in many cases running out of cash Julia Pimsleur shares her story of building her own company and raising millions in capital in a guide for women like her who have a great idea and need to find the resources to take it into the big leagues

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