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# SCALING UP EXCELLENCE

GETTING TO MORE WITHOUT  
SETTLING FOR LESS



ROBERT I. SUTTON / HUGGY RAO

# Scaling Up Excellence

**Robert I. Sutton, Huggy Rao**



## **Scaling Up Excellence:**

**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 **Summary: Scaling Up Excellence** BusinessNews Publishing,2015-07-01 The must read summary of Robert Sutton and Huggy Rao s book *Scaling Up Excellence Getting to More Without Settling For Less* This complete summary of the ideas from Robert Sutton and Huggy Rao s book *Scaling Up Excellence* shows you how you can look at a part of your organisation that is working well and get all the other parts to follow According to Sutton and Rao this can be difficult to scale up and implement but it is possible By following their seven mantras for scaling detailed in this summary you can make all parts of your business coherent Added value of this summary Save time Recognise the good aspects of your business and spread them to the other aspects Use the Seven Mantras of Scaling to successfully scale a part of your business To learn more read *Scaling Up Excellence* to learn how you can scale parts of your business successfully and quickly *Scaling Up Excellence by Dr Robert I. Sutton* ,2015 Program Highlights Why what got you here is not what is going to get you there The solution to bad teams Cut them in half Why bad must be eradicated before good can spread Scaling is never quick and easy it takes daily dirty work to make it happen and even then it s a ground war that can go on for years Ultimately you can t win unless you scale up in excellence as you scale up in size Excellence can t be commanded from above It must be made contagious individual to individual The trick is in knowing how to transfer the right mindsets and best practices without voltage loss as they spread You need to find hot causes and cool solutions use pockets of excellence to galvanize others and cause mini transformations that gain a life of their own And most of all you need to remember that growth in excellence is not just about adding it s about subtracting whatever you are doing that is getting in the way Dr Robert I Sutton is cofounder of the Stanford Technology Ventures Program the Center for Work Technology and Organization and Stanford s famous d school He is the author or coauthor of numerous publications and books including *The Knowing Doing Gap* and *Hard Facts Dangerous Half Truths and Total Nonsense Profiting from Evidence Based Management*

**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 **How to Scale Up Excellence in an Organization** Melanie Rodier,2014 Stanford s Robert Sutton discusses the mind set and strategies of companies that are most adept at building and spreading high standards For more

insights read Robert Sutton's Guide to Excellence <http://strat.bz.wqRmb2P>

### 3 Minute Summary of Scaling Up

**Excellence by Hayagreeva Rao and Robert Sutton** thimblesofplenty, thimblesofplenty is a group of friends who also happen to be business people and avid readers. We wanted to keep up with the latest business books but found that time was a factor. So we divided out the work and each of us took a book and summarised it for the others. We thought it might be a great idea to share these summaries with you. For a small price and a 3 minute time investment our summary gives you some of the wisdom from the book, some food for thought and hopefully the impetus to make some time to read the whole book.

**Principles-Focused Evaluation** Michael Quinn Patton, 2017-09-28. How can programs and organizations ensure they are adhering to core principles and assess whether doing so is yielding desired results? From evaluation pioneer Michael Quinn Patton, this book introduces the principles-focused evaluation (PFE) approach and demonstrates its relevance and application in a range of settings. Patton explains why principles matter for program development and evaluation and how they can serve as a rudder to navigate the uncertainties, turbulence, and emergent challenges of complex dynamic environments. In-depth exemplars illustrate how the unique GUIDE framework is used to determine whether principles provide meaningful guidance. It is useful, inspiring, developmentally adaptable, and evaluable. User-friendly features include rubrics, a PFE checklist, firsthand reflections, and examples from experienced PFE practitioners. Sidebars and summary tables and end-of-chapter application exercises.

**Scale-ups and High-Growth Firms** Alex Coad, Anders Bornhäll, Sven-Olov Daunfeldt, Alexander McKelvie, 2024-03-14. This open access book goes into the details of the characteristics of scale-ups, touching upon various theoretical perspectives, stages of growth models, the role of intangible capital, the tradeoffs between fixed costs and marginal costs relating to firm growth, to provide a clear definition of this emerging concept. Given the disproportionately large economic contribution of a small number of fast-growing firms, there has been growing interest in a category of dynamic ventures called scale-ups. The term was popularized by Silicon Valley Venture Capitalists before receiving attention from academics and public policy makers. However, there remains considerable confusion regarding what a scale-up actually is. This is an open access book.

**Scaling for Success** T. Brad Harris, Andrew C. Bartlow, 2021-07-06. Managing a high-growth organization requires both strategy and adaptability. Unfortunately, start-up founders and executives seeking to scale up to the next level find all too frequently that growth turns into chaos. Rather than laying the groundwork for the future, organizations get stuck by covering up complex problems with unsustainable band-aids and duct-tape fixes, implementing anecdote-based solutions from the latest tech industry unicorns or leadership books, and relying on too much on-the-fly learning from inexperienced managers. This book is the definitive guide for leaders of high-growth organizations seeking to understand and execute the people management principles that are essential to continued success. Combining a wealth of practical experience, well-grounded academic research, and easy-to-apply frameworks, Andrew Bartlow and T. Brad Harris offer a practical toolkit that founders, functional leaders, and managers of people can use to rethink their practices to

meet their organizations needs They help readers identify the core people management programs and practices that are best for an organization at its current stage and size while also supporting a foundation for continued development and the capacity to adapt to inevitable surprises Practical actionable and supplemented with numerous diagnostic tools and illustrative examples *Scaling for Success* is a must have playbook for organizational leaders pursuing smart and sustainable growth *Handbook of Research on Scaling and High-Growth Firms* Veroniek Collewaert,Justin J.P. Jansen,2025-07-15 This pioneering Handbook explores the nature of scaling and high growth It identifies specific patterns and strategies and discusses important drivers and determinants of high growth presenting a state of the art overview of existing research and introducing crucial new insights into the field both for academics and scaleup entrepreneurs advisors and ecosystem stakeholders

**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

Building Smart Nonprofits David J. O'Brien,Matthew D. Craig,2020-08-15 Best practices for nonprofits for long term success in a rapidly changing world *Building Smart Nonprofits A Roadmap for Mission Success* is a handbook of best practices nonprofits can use to improve sustainability a book of knowledge and know how distilled from interviews with over 60 industry leaders who are in the nonprofit trenches every day as executives leaders board members funders publishers and service providers David J O'Brien and Matthew D Craig provide real life examples of nonprofits deploying best practices and emerging industry trends such as the rise of socially conscious investing to position their organizations for the long term Topics include among others funding models impact investing compensation strategic restructuring leadership full cost grantmaking program evaluation storytelling and financing Readers learn how to best position their non profit organization for a sustainable and long term future

*Qualitative Research & Evaluation Methods* Michael Quinn Patton,2023-02-07 Drawing on more than 40 years of experience conducting applied

social science research and program evaluation author Michael Quinn Patton has crafted the most comprehensive and systematic book on qualitative research and evaluation methods inquiry frameworks and analysis options available today Now offering more balance between applied research and evaluation this Fourth Edition illuminates all aspects of qualitative inquiry through new examples stories and cartoons more than a hundred new summarizing and synthesizing exhibits and a wide range of new highlight sections sidebars that elaborate on important and emergent issues For the first time full case studies are included to illustrate extended research and evaluation examples In addition each chapter features an extended rumination written in a voice and style more emphatic and engaging than traditional textbook style about a core issue of persistent debate and controversy

**Strategic Decision Making** Simon Haslam, Ben Shenoy, 2018-01-03 Making strategic decisions is a fundamental skill for leaders and managers However in a business environment that is in a constant state of change making strategic decisions has never been more difficult Strategic Decision Making addresses this challenge by providing a framework that can be used to make sound decisions in an uncertain world Structured around the core concepts of framing experimenting and scaling this book will ensure that efforts are focused where the need is greatest that interventions are tested evaluated and revised if necessary and that successful initiatives are effectively rolled out across the business Packed with real world examples and backed up by academic research Strategic Decision Making will allow today's leaders and the leaders of tomorrow to make successful and defensible business choices It shows how to avoid decision making bias overcome organizational inertia manage the difficulties of rigid organizational structures and avoid being side tracked by outdated or irrelevant experience Essential reading for business practitioners and management students alike this comprehensive guide provides a robust approach to achieving strategic success

Battle Mind. How to Navigate in Chaos and Perform under Pressure Merete Wedell-Wedellsborg, 2015-09-11 Michael Pram Rasmussen Chairman of the Board in A P M ller M rsk From the boardroom to the bridge of a tanker every leader must master the art of dealing with crises and emergencies With great skill Merete Wedell Wedellsborg shows us that there is a method behind the art Nils Wang Rear Admiral Commandant at The Royal Danish Defence College Any leader who expects to come under fire will eventually feel an urgent need to understand Battle Mind Reach out for this thoughtful and instructive book well in advance of those critical moments S ren Kyhl Executive Vice President Danske Bank A stimulating tour through the mind on high alert Full of useful insights on sustainable high performance and how you can learn to bounce back from major setbacks Jesper Kl ve Senior Vice President at Novo Nordisk A S Wedell Wedellsborg has spent a lot of time studying and focusing on performance under pressure and it shows This is a truly well researched book Battle Mind is highly informative and provides a hands on framework and specific ideas for achieving great results There are great cases in this book for every leader Anne Marie S derberg Professor Copenhagen Business School With a solid grounding in psychology and leadership studies Merete Wedell Wedellsborg does an exemplary job when framing the stories told with lucid concepts for dealing constructively with common

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**Change** Mary Lynn Manns Ph.D., Linda Rising Ph.D., 2015-02-20 63 New and Updated Patterns for Driving and Sustaining Change The hard part of change is enlisting the support of other people Whether a top manager interested in improving your organization s results or a lone developer promoting a better way of working this book will give you tools and ideas to help accomplish your goal George Dinwiddie independent coach and consultant iDIA Computing LLC Keep the patterns in this book and Fearless Change handy These patterns transformed me from an ineffective voice in the wilderness to a valued collaborator Lisa Crispin co author with Janet Gregory of Agile Testing and More Agile Testing In their classic work Fearless Change Mary Lynn Manns and Linda Rising interviewed successful leaders of change identified 48 patterns for implementing change in teams of all sizes and demonstrated how to use these techniques effectively Now in More Fearless Change the authors reflect on all they ve learned about their original patterns in the past decade and introduce 15 powerful new techniques all extensively validated by change leaders worldwide Manns and Rising teach strategies that appeal to each individual s logic head feelings heart and desire to contribute hands the best way to motivate real change and sustain it for the long haul Learn how to Focus on the best things you can achieve with limited resources Strategize to build flexible plans and go after low hanging fruit Get help from the right people in the right ways Establish emotional connections that inspire motivation and imagination Create an elevator pitch that keeps everyone focused on what truly matters Build bridges work with skeptics soften resistance and open minds Uncover easier paths towards change and build on what already works Sustain momentum provide time for reflection and celebrate small successes More Fearless Change reflects a profound understanding of how real change happens not instantaneously in response to top down plans and demands but iteratively through small steps that teach from experience Best of all as thousands of change agents have already discovered its patterns are easy to use and they work *Evidence-based School Leadership and Management* Gary Jones, 2018-09-17 There is a vast amount of research on what goes on in schools but how can school leaders sort credible findings from dubious claims and use these to make informed decisions that benefit their schools How can abstract ideas from research be translated into dynamic plans for action This book is a practical guide to evidence based school leadership demonstrating the

benefits that can be gained from engaging with robust educational research and offering clear guidance on applying meaningful lessons to practice Topics include What is evidence based school leadership and why does it matter How to collect data from your own school and how to analyse this evidence in order to inform strategic leadership decisions Models for implementing school improvement and change Leadership skills for fostering a culture of evidence based practice This is essential reading for senior and middle leaders in educational organisations who aspire to lead effective schools with high levels of staff well being and enhanced outcomes for the learners they teach

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