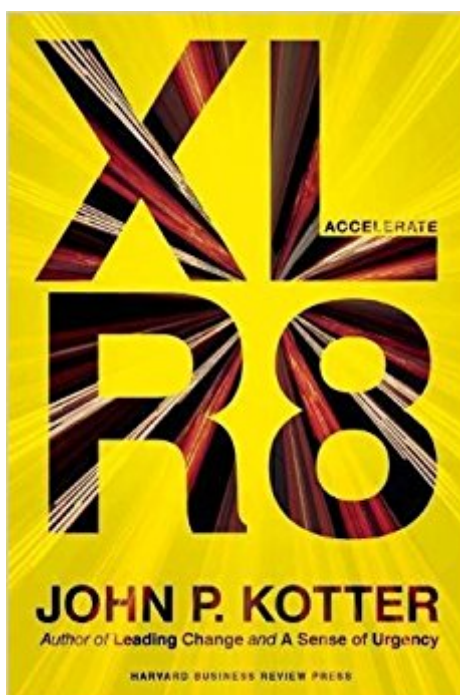The book was found

Accelerate: Building Strategic Agility For A Faster-Moving World

Synopsis

Based on the award-winning article in Harvard Business Review, from global leadership expert John Kotter.It's a familiar scene in organizations today: a new competitive threat or a big opportunity emerges. You quickly create a strategic initiative in response and appoint your best people to make change happen. And it does—but not fast enough. Or effectively enough. Real value gets lost and, ultimately, things drift back to the default status.Why is this scenario so frequently repeated in industries and organizations across the world? In the groundbreaking new book Accelerate (XLR8), leadership and change management expert, and best-selling author, John Kotter provides a fascinating answer—and a powerful new framework for competing and winning in a world of constant turbulence and disruption.Kotter explains how traditional organizational hierarchies evolved to meet the daily demands of running an enterprise. For most companies, the hierarchy is the singular operating system at the heart of the firm. But the reality is, this system simply is not built for an environment where change has become the norm. Kotter advocates a new system—a second, more agile, network-like structure that operates in concert with the hierarchy to create what he calls a "dual operating system"—one that allows companies to capitalize on rapid-fire strategic challenges and still make their numbers.Accelerate (XLR8) vividly illustrates the five core principles underlying the new network system, the eight Accelerators that drive it, and how leaders must create urgency in others through role modeling. And perhaps most crucial, the book reveals how the best companies focus and align their people's energy and urgency around what Kotter calls the big opportunity.If you're a pioneer, a leader who knows that bold change is necessary to survive and thrive in an ever-changing world, this book will help you accelerate into a better, more profitable future.

Book Information

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Customer Reviews

“A Top Shelf Best Business Book pick of the Year: StrategyÃ¢â ¬Â• — strategy+business magazine“One of the Best Leadership Books of the YearÃ¢â ¬Â• — Inc.

John P. Kotter is the Konosuke Matsushita Professor of Leadership, Emeritus, at Harvard Business School, and is widely regarded as the worldÃ¢â ¬â„¢s foremost authority on leadership and change. In recent years Kotter and his firm, Kotter International, have helped numerous organizations, both public and private, build dual operating systems to drive growth and accelerate strategy. He predicts that such systems are the key to sustained success in the twenty-first century—for shareholders, customers, employees, and organizations across all industries and sectors. For more information visit kotterinternational.com/accelerate.

The book is a well-argued case for the need for strategic agility in times of business turbulence. It has also an interesting concept of a 'dual operating system', namely an agile network-type of organizational structure working in concert with the traditional corporate hierarchy.There are three reasons for my significant disappointment when I read the book: First, there is little new in this book, relative to what he has previously been saying, for example in 'Leading change', and relative to the thinking of other authors writing about related subjects. For example: the so-called 8 accelerators in 'Accelerate' are more or less exact copies of the 8 stages in major change, as postulated in his previous book 'Leading change'.Second, I understand the whole concept of dual operating system to be in additional to the corporate hierarchy and not instead of the traditional corporate hierarchy. Then it would inevitably add complexity and gravity to an organization, which seems contrary to simplicity, agility, and flexibility. Would it not be better to build simplicity, agility and flexibility directly into the corporate hierarchy?Third, the big thesis in this book is that this dual operating system is something different from traditional change projects, task forces, and strategic initiatives. That difference was not clear to me, rather the opposite, if one looks at for example the figure on p. 152.That said, the book is clearly a must read for those belonging to his large group of dedicated followers. It is also an interesting entry point to Kotter's thinking for those having had limited

previous exposure to it, though for those I would rather recommend for example his book 'Leading change'.

The most important conclusion of the book is that we live in an extremely turbulent environment and the old ways of managing a company are no longer completely relevant. The invention of "management" really worked well in the previous century, but now the old ways of doing things are failings us, because the environment is extremely different, we have to deal with more changes at faster rates. How we can create a new system in the organization to drive success is explained in details in the book and it is accompanied by case studies and examples.I would recommend this book to anybody who is interested in the last, most up to date trend about creating agile companies which succeed in our new context of realities today.When you read this book, you will understand why so many companies today fail to execute their strategies. You will understand that actually what you know about strategy management as a process of strategy formulation and implementation is no longer relevant. These processes are rather a loop, they are interdependent. Kotter's accelerators framework is a breakthrough into what the new strategy management practices should be in the new millennium. Kotter gives examples with companies which are already doing in practice what he describes in his book. That is why his book is like a great piece of advice for anybody else who wants to implement the same in their company.

Great information on moving to a flatter structure for work. However, I don't like the #1 most important everything else hinges on this . . . You need a big goal for everyone to buy into it. I think you are missing the point . . . Bring people together because they are the big goal, what we are achieving together for each other, for the greater good . . . That is your big goal, with milestones along the way. But, there are great concepts and information in here you wouldn't want to miss.

The thought of using an informal network to take advantage of a big opportunity sounds interesting, but practically sounds difficult to implement well. It seems as if the network might go spinning off into an unintended direction. The book seemed to give a few principles and examples, then suddenly ended.

Questo libro, pubblicato a febbraio 2014, nasce da un articolo che John Kotter ha scritto nel novembre 2012 su HBR.L'idea di base Ãƒ¨ questa: pur essendo ottimizzati per l'operativitÃƒ quotidiana, le gerarchie e i processi tradizionali - che nel loro insieme formanoil "sistema operativo"

di un'azienda - non sono in grado di rispondere alle sfide attuali della complessitÃƒÂ e del cambiamento.La soluzione ÃƒÂ¨ un secondo sistema operativo, dedicato alla progettazione e all'implementazione della strategia, che utilizza una struttura agile di tipo reticolare e dei processi completamente diversi.Il nuovo sistema operativo aggiunge agilitÃƒÂ e velocitÃƒÂ e integra la gerarchia tradizionale, piÃƒÂ che sovrapporsi a essa, mettendola cosÃƒÂ¬ in condizione di fare ciÃƒÂ per cui ÃƒÂ¨ ottimizzata: garantire affidabilitÃƒÂ ed efficienza.Gerarchia e network diventano cosÃƒÂ¬ due sistemi che formano un'unica organizzazione integrata.Il secondo sistema operativo si basa sull'uso di volontari (che mantengono la loro attivitÃƒÂ nel sistema operativo gerarchico) e di 8 acceleratori (1. senso di urgenza, 2. coalizione di governo. 3. visione e iniziative di cambiamento, 4. comunicazione, 5. superamento delle barriere, 6. celebrazione dei successi, 7. non mollare mai la presa, 8. Istituzionalizzare il cambiamento).Accelerate ÃƒÂ¨ un lavoro di grande interesse, che usa una metafora potente e ispirativa.Circa la possibilitÃƒÂ di far funzionare efficacemente efficacemente questo approccio sorgono tuttavia molte domande (la maggior parte delle quali brillantemente esposte come FAQ verso la fine del libro)I punti chiave a mio giudizio sono due:il mandato per avviare un processo di innovazione di questo tipo.l'integrazione fra i due sistemi operativi che rappresenta sicuramente la componente piÃƒÂ critica (che ha talvolta compromesso il risultato di iniziative simili).Come ha scritto Federico Butera commentando l'edizione italiana dell'articolo, "La segregazione spesso non impedisce l'invenzione ma uccide l'innovazione". Credo che su questo ci sia bisogno di ulteriori affinamenti e approfondimenti del modello.Alcuni elementi, che non tolgono nulla al valore dell'opera, ma stonano un pÃƒÂ² :mancano completamente le note bibliograficheKotter oltre che essere stato per quasi 30 anni un celebre docente di Harvard oggi fa il consulente e questo si nota: non ci sono materiali aggiuntivi scaricabili dal sito tranne uno: " Accelerate Discussion Guide" che viene venduto a 15$.

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