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SCALING UP EXCELLENCE


GETTING TO MORE WITHOUT
SETTLING FOR LESS



ROBERT I. SUTTON / HUGGY RAO

Scaling Up Excellence

**James L. Heskett, W. Earl Sasser, W.
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Scaling Up Excellence:

Scaling Up Excellence Robert I. Sutton, Hayagreeva Rao, Huggy Rao, 2016 Scaling up excellence is the key to creating a great organisation. It explains how a small enterprise expands without losing focus. It explains how a brilliant new idea or plan developed by the few goes on to be adopted by the many. And in hard times and tough situations it explains how pockets of smart new thinking overcome cultures of indifference or negativity. An organisation that doesn't know how to scale up what is best within it won't achieve long term success. Bestselling author Robert Sutton and his Stanford colleague Huggy Rao have devoted nearly a decade to uncovering what it takes to create and spread outstanding performance and in *Scaling Up Excellence* they share the fruits of their research. Drawing on case studies that range from Silicon Valley enterprises to non profit organisations they provide crucial insights into corporate cultures both good and bad and offer a road map for establishing and stimulating excellence. In the process they show how to use pre-mortems when making big decisions about change. They reveal why seven is so often the magic number when it comes to team size. They examine successful and unsuccessful quests for improvement in hospitals, schools and elsewhere. And they discuss when a single corporate mindset is best: Catholicism and when local variation is preferable: Buddhism. *Scaling Up Excellence* is the first management book devoted to what is or should be a core priority for every organisation. As such it is destined to become the standard bearer.

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.

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 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), 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.

Scaling Up Excellence: Getting to More Without Settling for Less (Blinkist Summary). Blinkist, 2019.

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 and are 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.

The Vibrant Organisation Duncan Wardley, 2023-08-24. The Vibrant Organisation translates the science of human behaviour into a playbook of highly practical interventions that build and scale enthusiasm, transforming organisational culture and performance. The book helps create more joy and fulfilment at work whilst also steering a path to sustained competitive advantage. Using cutting-edge research in neuroscience and psychology, as well as the author's considerable practical experience, Duncan Wardley offers a three-part framework for building teams of agile, adaptable, curious, and highly motivated people. *Reset* shows how to reduce the threat response by creating a safe

environment for employees Ignite teaches leaders how to create events or experiences that create flashes of insight and motivation Fuel demonstrates how to sustain people's motivation through repeatable actions resulting in an upward spiral of enthusiasm Packed with fascinating research on the ground stories and new scientific findings along with practical tools and exercises The Vibrant Organisation is a must read for business leaders at all levels looking to get the best out of themselves and their people *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 *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> Dream Team Aaron Tait, Dave Faulkner, 2018-12-17 The world needs great individual educational changemakers capable of identifying problems and creating bold scalable solutions But the world also needs Dream Teams groups of talented administrators teachers staff students and community members who are passionate about making things better for kids believe that school based change is the means to this end and are willing to roll up their sleeves and work together to achieve it This book is for Dream Teams in the making In it rising global education leaders Aaron Tait and Dave Faulkner share the models and methods of 10 brilliant leadership teams at urban suburban and rural schools in the United States Canada Australia and New Zealand Informed by these successes the authors provide specific sometimes audacious advice for

navigating what they call the Change Leader Journey how to move from Dream Team assembly and problem analysis all the way through to solution generation piloting promotion and evaluation Innovative educators come in all forms and they require lots of options Here you ll find a collection of practical ideas and tools designed to fuel transformational leadership without sacrificing instructional excellence or anyone s sanity Whether your team is a group of fearless rebels more cautious types or somewhere in between Tait and Faulkner s flexible approach can help you figure out where you want your school to go build a more collaborative and creative culture and generate the solutions that best serve your students

Scaling Educational Innovations Chee-Kit Looi,Laik Woon Teh,2015-07-09 This volume stimulates critical discussions of the different variants of implementation translation and scaling research approaches It presents an integrated collection of different implementation and scaling studies that analyse the different facets of co design learning design curriculum development technology development professional development and programme implementation It also provides critical reflections on their impact and efficacies on transforming practices informing policy making and theory derivation and improvement The chapters in this volume will provide readers a deeper understanding of scaling of educational innovations in diverse socio cultural contexts

The Fearless Organization Amy C. Edmondson,2018-11-20 Conquer the most essential adaptation to the knowledge economy The Fearless Organization Creating Psychological Safety in the Workplace for Learning Innovation and Growth offers practical guidance for teams and organizations who are serious about success in the modern economy With so much riding on innovation creativity and spark it is essential to attract and retain quality talent but what good does this talent do if no one is able to speak their mind The traditional culture of fitting in and going along spells doom in the knowledge economy Success requires a continuous influx of new ideas new challenges and critical thought and the interpersonal climate must not suppress silence ridicule or intimidate Not every idea is good and yes there are stupid questions and yes dissent can slow things down but talking through these things is an essential part of the creative process People must be allowed to voice half finished thoughts ask questions from left field and brainstorm out loud it creates a culture in which a minor flub or momentary lapse is no big deal and where actual mistakes are owned and corrected and where the next left field idea could be the next big thing This book explores this culture of psychological safety and provides a blueprint for bringing it to life The road is sometimes bumpy but succinct and informative scenario based explanations provide a clear path forward to constant learning and healthy innovation Explore the link between psychological safety and high performance Create a culture where it s safe to express ideas ask questions and admit mistakes Nurture the level of engagement and candor required in today s knowledge economy Follow a step by step framework for establishing psychological safety in your team or organization Shed the yes men approach and step into real performance Fertilize creativity clarify goals achieve accountability redefine leadership and much more The Fearless Organization helps you bring about this most critical transformation

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 **What Great Service Leaders Know and Do** James L. Heskett,W. Earl Sasser,W. Earl Sasser Jr.,Leonard A. Schlesinger,2015-09 In this book the authors cover every aspect of optimal service leadership the best hiring training and workplace organization practices the creation of operating strategies around areas such as facility design capacity planning queue management and more the use and misuse of technology in delivering top level service and practices that can transform loyal customers into owners They describe the world of great service leaders in which both and thinking replaces trade offs It s a world in which new ideas will be tested against the sine qua non of the service trifecta Wins for employees customers and investors And it s a world in which the best leaders admit that they don t have the answers and create organizations that learn innovate sense and respond operate with fluid boundaries and seek and achieve repeated strategic success Lift Ryan W. Quinn,Robert E. Quinn,2015-07-31 Just as the Wright Brothers combined science and practice to finally realize the dream of flight Ryan and Robert Quinn combine research and personal experience to demonstrate how to reach a psychological state that elevates us and those around us to greater heights of achievement integrity openness and empathy It s the psychological equivalent of aerodynamic lift and it is the fundamental state of leadership This book draws on recent advances in positive psychology and organizational science to describe four questions that when asked in any situation will help us experience the fundamental state of leadership Engaging personal stories illustrate how the Quinns and others have applied these concepts at work at home and in the community **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 *A Journey Toward Influential Scholarship* Xiao-Ping Chen, H. Kevin Steensma, 2021 Retrospective accounts of the careers of twelve prominent management scholars The field of academic management is more competitive than ever before Moreover scholars have to deal with rapid advances in technology and an increasingly globalized discipline But for those who are prepared there are also great opportunities to generate new and noteworthy scholarship In this book Xiao Ping Chen and H Kevin Steensma bring together the wisdom of some of the most prominent voices in the field to show how to develop influential research and succeed in the world of management studies In *A Journey toward Influential Scholarship* twelve prominent management scholars provide retrospective accounts of their professional journeys These specialists share how they originated developed and published their research as well as the mistakes they made along the way Their stories offer insights to new scholars including how to properly observe organizational phenomena how to ask important research questions and how to transform these questions into potentially fruitful areas of research The book also provides useful strategies for developing collaborative relationships managing the peer review and publication process and disseminating findings In combination the essays provide scholars with an array of pathways for turning research into influential scholarship More broadly this is an essential guide for how to pursue a successful career in the field of management

The Business of Building a Better World David Cooperrider, Audrey Selian, 2021-12-14 Twenty nine leading scholars and executives provide a visionary look at the future of business propelling past damaging industrial age values to uncover the key ingredients of humanistic ecologically sustainable and intergenerational prosperity Through the exploration of robust cases and stories packed with deep insight and vital science this extraordinary collection explores how we can adapt our notions of value markets and models of cooperation and collective action to create a world where economies and businesses excel all people thrive and nature flourishes In part I *The Business of Business Is Betterment* the contributors show how enterprises today are further developing and even taking a quantum leap beyond the multistakeholder logic of shared value creation Part II *Net Positive Innovation's New Frontier* is focused on what companies can and are doing to move away from doing no harm to playing an active role in solving environmental social and economic problems The final section *Ultimate Advantage A Leadership Revolution That Is Changing Everything* looks at new leadership paradigms characterized by unexpected qualities like virtue love compassion and connection that are crucial to creating engaged empowered innovative and out performing enterprises This book is designed to galvanize change and unite a global community of inquiry and action It establishes the conceptual cornerstones for a new kind of business practice that will lead the way to an equitable sustainable and flourishing future

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