

# **Read Online Performance Measurement Evaluation And Incentives Harvard Business School Series In Accounting Control Pdf File Free**

*Performance Measurement, Evaluation, and Incentives The Progress Principle Hard Facts, Dangerous Half-Truths, and Total Nonsense Incentives in Hierarchies Pay Without Performance Service Profit Chain Innovation Corrupted Breaking the Code of Change Time Smart Sales Management That Works One More Time Getting to Yes How Finance Works Do Monetary Incentives, Feedback and Recognition Matter for Performance? Incentives to Learn The Handbook of Behavior Change Harvard Business Review on Compensation The Power of Sales Analytics Business Policy Series Harvard Business School Bulletin Harvard Business Review Library: General management. 17 v Business Incentives Global Recession: The Insights You Need from Harvard Business Review Set-up-to-Fail Syndrome Drive Six Simple Rules Aligning Strategy and Sales Harvard Business Review The Age of Surveillance Capitalism The No Asshole Rule Why Incentive Plans Cannot Work Sales Force Management HBR's 10 Must Reads on Boards Executive Incentives Vs. Corporate Incentives HBR's 10 Must Reads on Strategic Marketing (with featured article "Marketing Myopia," by Theodore Levitt) Incentives in Hierarchies Business History and Recent Economic Theory Working Knowledge The Great Mental Models: General Thinking Concepts Glass Half-Broken*

*Describes a method of negotiation that isolates problems, focuses on interests, creates new options, and uses objective criteria to help two parties reach an agreement. THE TOP 10 SUNDAY TIMES BESTSELLER Shortlisted for the FT Business Book of the Year Award 2019 'Easily the most important book to be published this century. I find it hard to take any young activist seriously who hasn't at least familiarised themselves with Zuboff's central ideas.' - Zadie Smith, The Guardian The challenges to humanity posed by the digital future, the first detailed examination of the unprecedented form of power called "surveillance capitalism," and the quest by powerful corporations to predict and control us. The heady optimism of*

the Internet's early days is gone. Technologies that were meant to liberate us have deepened inequality and stoked divisions. Tech companies gather our information online and sell it to the highest bidder, whether government or retailer. Profits now depend not only on predicting our behaviour but modifying it too. How will this fusion of capitalism and the digital shape our values and define our future? Shoshana Zuboff shows that we are at a crossroads. We still have the power to decide what kind of world we want to live in, and what we decide now will shape the rest of the century. Our choices: allow technology to enrich the few and impoverish the many, or harness it and distribute its benefits. *The Age of Surveillance Capitalism* is a deeply-reasoned examination of the threat of unprecedented power free from democratic oversight. As it explores this new capitalism's impact on society, politics, business, and technology, it exposes the struggles that will decide both the next chapter of capitalism and the meaning of information civilization. Most critically, it shows how we can protect ourselves and our communities and ensure we are the masters of the digital rather than its slaves. "Most firms face a wide gap between their strategic goals and their sales and other go-to-market efforts. Aligning these activities is - or should be - an important component of competitive advantage for entrepreneurs and established companies. Yet for most, it isn't ... This book is about aligning strategy and go-to-market efforts. It starts by explaining why many sales problems in companies are really strategic alignment issues. It helps managers understand and diagnose both the overt and hidden costs of not aligning strategic goals with sales initiatives, and why getting better at selling typically requires more than a motivational speech, sales force reorganization, new incentives, or a good training seminar. It outlines a process for articulating strategy in ways that people in the field can understand and in ways that help strategy formulators understand the required sales tasks inherent in strategic plans for the enterprise. Given a coherent strategy, the book provides a framework for analyzing and managing the core levers available to firms when they seek to align selling behaviors with sales tasks, and examines each lever. Readers will learn how to synchronize strategy and sales activities across the organization, and get value from improving their firm's performance in the following areas: - How to move from a strategic vision to an integrated selling plan- How to

build a sales organization to match strategy- How to create and maintain the optimal infrastructure and processes"--Publisher's description. Based on a popular class taught by a Harvard Business School professor. If you're not a numbers person, then finance can be intimidating and easy to ignore. But if you want to advance in your career, you'll need to make smart financial decisions and develop the confidence to clearly communicate those decisions to others. In *How Finance Works*, Mihir Desai--a professor at Harvard Business School and author of *The Wisdom of Finance*--guides you into the complex but endlessly fascinating world of finance, demystifying it in the process. Through entertaining case studies, interactive exercises, full-color visuals, and a conversational style that belies the topic, Professor Desai tackles a broad range of topics that will give you the knowledge and skills you need to finally understand how finance works. These include: How different financial levers can affect a company's performance The different ways in which companies fund their operations and investments Why finance is more concerned with cash flow than profits How value is created, measured, and maximized The importance of capital markets in helping companies grow Whether you're a student or a manager, an aspiring CFO or an entrepreneur, *How Finance Works* is the colorful and interactive guide you need to help you start thinking more deeply about the numbers. The definitive guide to working with -- and surviving -- bullies, creeps, jerks, tyrants, tormentors, despots, backstabbers, egomaniacs, and all the other assholes who do their best to destroy you at work. "What an asshole!" How many times have you said that about someone at work? You're not alone! In this groundbreaking book, Stanford University professor Robert I. Sutton builds on his acclaimed Harvard Business Review article to show you the best ways to deal with assholes...and why they can be so destructive to your company. Practical, compassionate, and in places downright funny, this guide offers: Strategies on how to pinpoint and eliminate negative influences for good Illuminating case histories from major organizations A self-diagnostic test and a program to identify and keep your own "inner jerk" from coming out The No Asshole Rule is a New York Times, Wall Street Journal, USA Today and Business Week bestseller. Performance Appraisal Program as it evolved since its inception in 1978; Merchant and Riccaboni look at the implementation of incentive compensation by the Fiat Group in Italy; Otley concentrates on

the introduction of incentive compensation to the branch network major British bank; Baker and Wruck discuss change in incentives that were introduced after a leveraged buyout; and Bento and Ferreira appraise the importance of organizational culture to evaluation and. Why the gender gap persists and how we can close it. For years women have made up the majority of college-educated workers in the United States. In 2019, the gap between the percentage of women and the percentage of men in the workforce was the smallest on record. But despite these statistics, women remain underrepresented in positions of power and status, with the highest-paying jobs the most gender-imbalanced. Even in fields where the numbers of men and women are roughly equal, or where women actually make up the majority, leadership ranks remain male-dominated. The persistence of these inequalities begs the question: Why haven't we made more progress? In *Glass Half-Broken*, Colleen Ammerman and Boris Groysberg reveal the pervasive organizational obstacles and managerial actions—limited opportunities for development, lack of role models and sponsors, and bias in hiring, compensation, and promotion—that create gender imbalances. Bringing to light the key findings from the latest research in psychology, sociology, organizational behavior, and economics, Ammerman and Groysberg show that throughout their careers—from entry-level to mid-level to senior-level positions—women get pushed out of the leadership pipeline, each time for different reasons. Presenting organizational and managerial strategies designed to weaken and ultimately break down these barriers, *Glass Half-Broken* is the authoritative resource that managers and leaders at all levels can use to finally shatter the glass ceiling. In this smart, practical, and research-based guide, Harvard Business School professor Frank Cespedes offers essential sales strategies for a world that never stops changing. The rise of e-commerce. Big data. AI. Given these trends (and many others), there's no doubt that sales is changing. But much of the current conventional wisdom is misleading and not supported by empirical data. If you as a manager fail to separate fact from hype, you will make decisions based on faulty assumptions and, in a competitive market, eventually fall behind those with a keener grasp of the current selling environment. In this no-nonsense book, sales expert and Harvard Business School professor Frank Cespedes provides sales managers and executives with the tools they need to separate the signal from the noise. These include how to:

Hire and deploy the right talent Pay and incentivize your sales force Improve ROI from your training programs Create a comprehensive sales model Set and test the right prices Build and manage a multichannel approach Brimming with fascinating examples, insightful research, and helpful diagnostics, *Sales Management That Works* will help sales managers build a great sales team, create an optimal strategy, and steer clear of hype and fads. Salespeople will be better equipped to respond to changes, executives will be able to track and accelerate ROI, and readers will understand why improving selling is a social as well as an economic responsibility of business. The second edition of *Sales Force Management* prepares students for professional success in the field. Focused on the areas of customer loyalty, customer relationship management, and sales technology, this practical resource integrates selling and sales management while highlighting the importance of teamwork in any sales and marketing organization. The text presents core concepts using a comprehensive pedagogical framework—featuring real-world case studies, illustrative examples, and innovative exercises designed to facilitate a deeper understanding of sales management challenges and to develop stronger sales management skills. Supported with a variety of essential ancillary resources for instructors and students, *Sales Force Management, 2nd Edition* includes digital multimedia PowerPoints for each chapter equipped with voice-over recordings ideal for both distance and in-person learning. Additional assets include the instructor's manual, computerized and printable test banks, and a student companion site filled with glossaries, flash cards, crossword puzzles for reviewing key terms, and more. Integrating theoretical, analytical, and pragmatic approaches to sales management, the text offers balanced coverage of a diverse range of sales concepts, issues, and activities. This fully-updated edition addresses the responsibilities central to managing sales people across multiple channels and through a variety of methods. Organized into four parts, the text provides an overview of personal selling and sales management, discusses planning, organizing, and developing the sales force, examines managing and directing sales force activities, and explains effective methods for controlling and evaluating sales force performance. "We report results from a randomized evaluation of a merit scholarship program for adolescent girls in Kenya. Girls who scored well on academic exams had their school fees paid and

received a cash grant for school supplies. Girls eligible for the scholarship showed significant gains in academic exam scores (average gain 0.12-0.19 standard deviations) and these gains persisted following the competition. There is also evidence of positive program externalities on learning: boys, who were ineligible for the awards, also showed sizeable average test gains, as did girls with low pretest scores, who were unlikely to win. Both student and teacher school attendance increased in the program schools. We discuss implications both for understanding the nature of educational production functions and for the policy debate surrounding merit scholarships"--National Bureau of Economic Research web site. I use a field experiment in a retail services company to analyze the performance effects of providing monetary incentives, performance feedback, and recognition. Imagine overseeing a workforce so motivated that employees relish more hours of work, shoulder more responsibility themselves; and favor challenging jobs over paychecks or bonuses. In *One More Time: How Do You Motivate Employees?* Frederick Herzberg shows managers how to shift from relying on extrinsic incentives to activating the real drivers of high performance: interesting, challenging work and the opportunity to continually achieve and grow into greater responsibility. The results? An ultramotivated workforce. Since 1922, *Harvard Business Review* has been a leading source of breakthrough management ideas--many of which still speak to and influence us today. The *Harvard Business Review Classics* series now offers readers the opportunity to make these seminal pieces a part of your permanent management library. Each highly readable volume contains a groundbreaking idea that continues to shape best practices and inspire countless managers around the world--and will have a direct impact on you today and for years to come. Organizational change may well be the most oft-repeated and widely embraced term in all of corporate America--but it is also the least understood. The proof is in the numbers: Nearly two-thirds of all change efforts fail, and they carry with them huge human and economic tolls. Lacking any overarching paradigm for change, executives of large, underperforming organizations have been left with little guidance in how to choose the strategies that will lead them to sustained success. In *Breaking the Code of Change*, editors Michael Beer and Nitin Nohria provide a crucial starting point on the journey toward unlocking our understanding of organizational change. The book is based on

a dynamic debate attended by the leading lights in the field—including scholars, consultants, and CEOs who have led successful transformations—and presents a series of articles, written by these experts, that collectively address the question: How can change be managed effectively? Beer and Nohria organize the book around two dominant, yet opposing, theories of change—one based on the creation of economic value (Theory E), and the other on building organizational capabilities for the long haul (Theory O). Structured in an unusual and engaging point-counterpoint style, the book enlists the reader directly in the debate, providing a comprehensive overview of the strengths and weaknesses of each theory along every dimension of the change process—from motivation to leadership to compensation issues. The editors argue that the key to solving the paradox of change lies not in choosing between the two processes, but in integrating them. They identify the crucial considerations leaders must make in selecting strategies that satisfy shareholders and develop lasting organizational capabilities. With a groundbreaking conceptual framework applicable to established corporations and small organizations alike, *Breaking the Code of Change* is a unique and authoritative contribution to academic research and management practice on the process of organizational change. Michael Beer is the Cahners-Rabb Professor of Business Administration at Harvard Business School. Nitin Nohria is the Richard P. Chapman Professor of Business Administration at Harvard Business School. The old saying goes, 'To the man with a hammer, everything looks like a nail.' But anyone who has done any kind of project knows a hammer often isn't enough. The more tools you have at your disposal, the more likely you'll use the right tool for the job – and get it done right. The same is true when it comes to your thinking. The quality of your outcomes depends on the mental models in your head. And most people are going through life with little more than a hammer. Until now. *The Great Mental Models: General Thinking Concepts* is the first book in *The Great Mental Models* series designed to upgrade your thinking with the best, most useful and powerful tools so you always have the right one on hand. This volume details nine of the most versatile, all-purpose mental models you can use right away to improve your decision making, productivity, and how clearly you see the world. You will discover what forces govern the universe and how to focus your efforts so you can harness them to your advantage,

rather than fight with them or worse yet- ignore them. Upgrade your mental toolbox and get the first volume today. **AUTHOR BIOGRAPHY Farnam Street (FS)** is one of the world's fastest growing websites, dedicated to helping our readers master the best of what other people have already figured out. We curate, examine and explore the timeless ideas and mental models that history's brightest minds have used to live lives of purpose. Our readers include students, teachers, CEOs, coaches, athletes, artists, leaders, followers, politicians and more. They're not defined by gender, age, income, or politics but rather by a shared passion for avoiding problems, making better decisions, and lifelong learning. **AUTHOR HOME Ottawa, Ontario, Canada NEW** from the bestselling HBR's 10 Must Reads series. Stop pushing products—and start cultivating relationships with the right customers. If you read nothing else on marketing that delivers competitive advantage, read these 10 articles. We've combed through hundreds of articles in the Harvard Business Review archive and selected the most important ones to help you reinvent your marketing by putting it—and your customers—at the center of your business. Leading experts such as Ted Levitt and Clayton Christensen provide the insights and advice you need to:

- Figure out what business you're really in
- Create products that perform the jobs people need to get done
- Get a bird's-eye view of your brand's strengths and weaknesses
- Tap a market that's larger than China and India combined
- Deliver superior value to your B2B customers
- End the war between sales and marketing

Looking for more Must Read articles from Harvard Business Review? Check out these titles in the popular series: HBR's 10 Must Reads: The Essentials HBR's 10 Must Reads on Communication HBR's 10 Must Reads on Collaboration HBR's 10 Must Reads on Innovation HBR's 10 Must Reads on Leadership HBR's 10 Must Reads on Making Smart Decisions HBR's 10 Must Reads on Managing Yourself HBR's 10 Must Reads on Teams In contrast to the time-line narratives of previous books on Enron that offer interesting but largely unsystematic insight into individual actions and organizational processes, *Innovation Corrupted* pursues a more methodical analysis of the causes and lessons of Enron's collapse. Written by over 20 thought leaders from ZS Associates, Inc., *The Power of Sales Analytics* shares strategic insights, pragmatic advice, and illustrative case studies and approaches for using analytics to support sales force decisions and drive results. The authors describe how leading companies

have successfully used analytics to improve key sales force effectiveness drivers such as customer targeting, sales process design, sales force size and structure, territory design, talent management, incentive compensation, goal setting, and performance management. The book also has a blueprint for implementing critical analytic capabilities cost-effectively by assembling the right combination of internal and external resources. *The Power of Sales Analytics* is edited by the founders of ZS Associates, Andris A. Zoltners and Prabhakant Sinha, who have personally consulted with more than 200 companies in over 20 countries, and business writer Sally E. Lorimer. As experts in the field of sales analytics, the editors have helped the sales leaders of Fortune 500 companies, as well as smaller entrepreneurial businesses, tap into the power of analytics to enable smarter sales strategies, support more efficient operations, facilitate more effective execution, and ultimately drive results. They are also coauthors of numerous academic articles and books on sales force management, including *Building a Winning Sales Force*, *Accelerating Sales Force Performance*, *Sales Force Design for Strategic Advantage*, *The Complete Guide to Sales Force Incentive Compensation*, and *Building a Winning Sales Management Team*. In addition to cofounding ZS Associates, Zoltners is a professor emeritus of marketing at Northwestern University's Kellogg School of Management, and Sinha is a former Kellogg faculty member. Both continue to teach sales executives Zoltners at Kellogg and Sinha at the Indian School of Business and the Gordon Institute of Business Science in South Africa. ZS Associates is a global leader in sales and marketing consulting, outsourcing, technology, and software. For more than 30 years, ZS has helped companies across a range of industries deliver greater impact through their sales and marketing investments and operations. What really sets the best managers above the rest? It's their power to build a cadre of employees who have great inner work lives—consistently positive emotions; strong motivation; and favorable perceptions of the organization, their work, and their colleagues. The worst managers undermine inner work life, often unwittingly. As Teresa Amabile and Steven Kramer explain in *The Progress Principle*, seemingly mundane workday events can make or break employees' inner work lives. But it's forward momentum in meaningful work—progress—that creates the best inner work lives. Through rigorous analysis of nearly 12,000 diary entries

provided by 238 employees in 7 companies, the authors explain how managers can foster progress and enhance inner work life every day. The book shows how to remove obstacles to progress, including meaningless tasks and toxic relationships. It also explains how to activate two forces that enable progress: (1) catalysts—events that directly facilitate project work, such as clear goals and autonomy—and (2) nourishers—interpersonal events that uplift workers, including encouragement and demonstrations of respect and collegiality. Brimming with honest examples from the companies studied, *The Progress Principle* equips aspiring and seasoned leaders alike with the insights they need to maximize their people's performance. There's an 80 percent chance you're poor. Time poor, that is. Four out of five adults report feeling that they have too much to do and not enough time to do it. These time-poor people experience less joy each day. They laugh less. They are less healthy, less productive, and more likely to divorce. In one study, time stress produced a stronger negative effect on happiness than unemployment. How can we escape the time traps that make us feel this way and keep us from living our best lives? *Time Smart* is your playbook for taking back the time you lose to mindless tasks and unfulfilling chores. Author and Harvard Business School professor Ashley Whillans will give you proven strategies for improving your "time affluence." The techniques Whillans provides will free up seconds, minutes, and hours that, over the long term, become weeks and months that you can reinvest in positive, healthy activities. *Time Smart* doesn't stop at telling you what to do. It also shows you how to do it, helping you achieve the mindset shift that will make these activities part of your everyday regimen through assessments, checklists, and activities you can use right away. The strategies Whillans presents will help you make the shift to time-smart living and, in the process, build a happier, more fulfilling life. New tools for managing complexity

Does your organization manage complexity by making things more complicated? If so, you are not alone. According to The Boston Consulting Group's fascinating Complexity Index, business complexity has increased sixfold during the past sixty years. And, all the while, organizational complicatedness—that is, the number of structures, processes, committees, decision-making forums, and systems—has increased by a whopping factor of thirty-five. In their attempt to respond to the increasingly complex performance requirements they face, company leaders have created

an organizational labyrinth that makes it more and more difficult to improve productivity and to pursue innovation. It also disengages and demotivates the workforce. Clearly it's time for leaders to stop trying to manage complexity with their traditional tools and instead better leverage employees' intelligence. This book shows you how and explains the implications for designing and leading organizations. The way to manage complexity, the authors argue, is neither with the hard solutions of another era nor with the soft solutions—such as team building and feel-good “people initiatives”—that often follow in their wake. Based on social sciences (notably economics, game theory, and organizational sociology) and The Boston Consulting Group's work with more than five hundred companies in more than forty countries and in various industries, authors Yves Morieux and Peter Tollman recommend six simple rules to manage complexity without getting complicated. Showing why the rules work and how to put them into practice, Morieux and Tollman give managers a much-needed tool to reinvigorate people in the face of seemingly endless complexity. Included are detailed examples from companies that have achieved a multiplicative effect on performance by using them. It's time to manage complexity better. Employ these six simple rules to foster autonomy and cooperation and to effectively handle business complexity. As a result, you will improve productivity, innovate more, reengage your workforce, and seize opportunities to create competitive advantage. Serving on a board is like having a second full-time job. Earning a seat on a board is a rite of passage for senior leaders. Serving on a board is an opportunity to share your skills and extend your reach beyond your own organization as you help select, appoint, and review the performance of an organization's senior leadership team, determine compensation and incentive plans, approve strategic decisions, and ensure the financial well-being of the organization in both the short- and long-term. But in today's increasingly complex business environment, serving on a board also means working to address detailed issues such as increasing diversity on the board itself and in the organization, ensuring a risk-mitigation plan that prepares the organization for everything from hackers to sexual predators, and navigating big-picture challenges such as the unprecedented pace of change and disruption—all while managing financials and shareholder expectations. If you read nothing else on boards, read these 10

articles by experts in the field. We've combed through hundreds of articles in the Harvard Business Review archive and selected the most important ones to help you address classic challenges such as increasing diversity, ensuring a culture that reflects company values, and providing strategic oversight while also addressing emerging issues such as shareholder activism, cybersecurity, and ever-shifting regulations. This book will inspire you to: Collaborate effectively with the other members of the board and executive team Anticipate and address legislation and regulation issues Adopt a company-centered model that prioritizes the health of the enterprise over fattening shareholders' wallets Rethink your role and attitude toward risk Support leadership transitions Foster creative abrasion to keep ideas flowing Manage and build relationships with the executive team--and your shareholders HBR's 10 Must Reads paperback series is the definitive collection of books for new and experienced leaders alike. Leaders looking for the inspiration that big ideas provide, both to accelerate their own growth and that of their companies, should look no further. HBR's 10 Must Reads series focuses on the core topics that every ambitious manager needs to know: leadership, strategy, change, managing people, and managing yourself. Harvard Business Review has sorted through hundreds of articles and selected only the most essential reading on each topic. Each title includes timeless advice that will be relevant regardless of an ever-changing business environment. Social problems in many domains, including health, education, social relationships, and the workplace, have their origins in human behavior. The documented links between behavior and social problems have compelled governments and organizations to prioritize and mobilize efforts to develop effective, evidence-based means to promote adaptive behavior change. In recognition of this impetus, *The Handbook of Behavior Change* provides comprehensive coverage of contemporary theory, research, and practice on behavior change. It summarizes current evidence-based approaches to behavior change in chapters authored by leading theorists, researchers, and practitioners from multiple disciplines, including psychology, sociology, behavioral science, economics, philosophy, and implementation science. It is the go-to resource for researchers, students, practitioners, and policy makers looking for current knowledge on behavior change and guidance on how to develop effective interventions to change behavior. Do you have an employee whose

performance keeps deteriorating—despite your close monitoring? Brace yourself: You may be at fault—by unknowingly triggering the set-up-to-fail syndrome. Perhaps things started off swimmingly. But then something—a missed deadline, a lost client—made you question the person's performance. You began micromanaging him. Suspecting your reduced confidence, he started doubting himself—and stopped giving his best. You viewed his new behavior as additional proof of mediocrity, and tightened the screws further. In *The Set-Up-to-Fail Syndrome*, Jean-Francois Manzoni and Jean-Louis Barsoux show how this insidious cycle hurts everyone: employees stop volunteering ideas, preventing your organization from getting the most from them; you lose energy to attend to other activities; and your reputation suffers as other employees deem you unfair. Team spirit wilts as targeted performers are alienated. But the set-up-to-fail syndrome doesn't have to happen. The authors provide preventive measures, such as loosening the reins as new employees master their jobs. If the syndrome has already erupted, Manzoni and Barsoux explain how to discuss the dynamic with your employee and reverse the cycle.

*Lead Your Business Through the Covid-19 Recession* The second global downturn in a dozen years is upon us—but do lessons learned during the Great Recession still apply? What must you and your business do, now, to ensure you come out the other side intact? *Global Recession: Insights You Need from Harvard Business Review* will help you understand the smartest ways to cut costs intelligently, find opportunities amid upheaval, and reshape your business to seize advantage in the upswing. Business is changing. Will you adapt or be left behind? Get up to speed and deepen your understanding of the topics that are shaping your company's future with the *Insights You Need from Harvard Business Review* series. Featuring HBR's smartest thinking on fast-moving issues—blockchain, cybersecurity, AI, and more—each book provides the foundational introduction and practical case studies your organization needs to compete today and collects the best research, interviews, and analysis to get it ready for tomorrow. You can't afford to ignore how these issues will transform the landscape of business and society. The *Insights You Need* series will help you grasp these critical ideas—and prepare you and your company for the future. The *New York Times* bestseller that gives readers a paradigm-shattering new way to think about motivation from the author of *When: The Scientific Secrets of Perfect Timing* Most

people believe that the best way to motivate is with rewards like money—the carrot-and-stick approach. That's a mistake, says Daniel H. Pink (author of *To Sell Is Human: The Surprising Truth About Motivating Others*). In this provocative and persuasive new book, he asserts that the secret to high performance and satisfaction—at work, at school, and at home—is the deeply human need to direct our own lives, to learn and create new things, and to do better by ourselves and our world. Drawing on four decades of scientific research on human motivation, Pink exposes the mismatch between what science knows and what business does—and how that affects every aspect of life. He examines the three elements of true motivation—autonomy, mastery, and purpose—and offers smart and surprising techniques for putting these into action in a unique book that will change how we think and transform how we live. The company is under-performing, its share price is trailing, and the CEO gets...a multi-million-dollar raise. This story is familiar, for good reason: as this book clearly demonstrates, structural flaws in corporate governance have produced widespread distortions in executive pay. *Pay without Performance* presents a disconcerting portrait of managers' influence over their own pay—and of a governance system that must fundamentally change if firms are to be managed in the interest of shareholders. Lucian Bebchuk and Jesse Fried demonstrate that corporate boards have persistently failed to negotiate at arm's length with the executives they are meant to oversee. They give a richly detailed account of how pay practices—from option plans to retirement benefits—have decoupled compensation from performance and have camouflaged both the amount and performance-insensitivity of pay. Executives' unwonted influence over their compensation has hurt shareholders by increasing pay levels and, even more importantly, by leading to practices that dilute and distort managers' incentives. This book identifies basic problems with our current reliance on boards as guardians of shareholder interests. And the solution, the authors argue, is not merely to make these boards more independent of executives as recent reforms attempt to do. Rather, boards should also be made more dependent on shareholders by eliminating the arrangements that entrench directors and insulate them from their shareholders. A powerful critique of executive compensation and corporate governance, *Pay without Performance* points the way to restoring corporate integrity and improving corporate performance. This

influential book establishes the enduring vocabulary and concepts in the burgeoning field of knowledge management. It serves as the hands-on resource of choice for companies that recognize knowledge as the only sustainable source of competitive advantage going forward. Drawing from their work with more than thirty knowledge-rich firms, Davenport and Prusak--experienced consultants with a track record of success--examine how all types of companies can effectively understand, analyze, measure, and manage their intellectual assets, turning corporate wisdom into market value. They categorize knowledge work into four sequential activities--accessing, generating, embedding, and transferring--and look at the key skills, techniques, and processes of each. While they present a practical approach to cataloging and storing knowledge so that employees can easily leverage it throughout the firm, the authors caution readers on the limits of communications and information technology in managing intellectual capital. The best organizations have the best talent. . . Financial incentives drive company performance. . . Firms must change or die. Popular axioms like these drive business decisions every day. Yet too much common management "wisdom" isn't wise at all--but, instead, flawed knowledge based on "best practices" that are actually poor, incomplete, or outright obsolete. Worse, legions of managers use this dubious knowledge to make decisions that are hazardous to organizational health. Jeffrey Pfeffer and Robert I. Sutton show how companies can bolster performance and trump the competition through evidence-based management, an approach to decision-making and action that is driven by hard facts rather than half-truths or hype. This book guides managers in using this approach to dismantle six widely held--but ultimately flawed--management beliefs in core areas including leadership, strategy, change, talent, financial incentives, and work-life balance. The authors show managers how to find and apply the best practices for their companies, rather than blindly copy what seems to have worked elsewhere. This practical and candid book challenges leaders to commit to evidence-based management as a way of organizational life--and shows how to finally turn this common sense into common practice. In this pathbreaking book, world-renowned Harvard Business School service firm experts James L. Heskett, W. Earl Sasser, Jr. and Leonard A. Schlesinger reveal that leading companies stay on top by managing the service profit chain. Why

are a select few service firms better at what they do -- year in and year out -- than their competitors? For most senior managers, the profusion of anecdotal "service excellence" books fails to address this key question. Based on five years of painstaking research, the authors show how managers at American Express, Southwest Airlines, Banc One, Waste Management, USAA, MBNA, Intuit, British Airways, Taco Bell, Fairfield Inns, Ritz-Carlton Hotel, and the Merry Maids subsidiary of ServiceMaster employ a quantifiable set of relationships that directly links profit and growth to not only customer loyalty and satisfaction, but to employee loyalty, satisfaction, and productivity. The strongest relationships the authors discovered are those between (1) profit and customer loyalty; (2) employee loyalty and customer loyalty; and (3) employee satisfaction and customer satisfaction. Moreover, these relationships are mutually reinforcing; that is, satisfied customers contribute to employee satisfaction and vice versa. Here, finally, is the foundation for a powerful strategic service vision, a model on which any manager can build more focused operations and marketing capabilities. For example, the authors demonstrate how, in Banc One's operating divisions, a direct relationship between customer loyalty measured by the "depth" of a relationship, the number of banking services a customer utilizes, and profitability led the bank to encourage existing customers to further extend the bank services they use. Taco Bell has found that their stores in the top quadrant of customer satisfaction ratings outperform their other stores on all measures. At American Express Travel Services, offices that ticket quickly and accurately are more profitable than those which don't. With hundreds of examples like these, the authors show how to manage the customer-employee "satisfaction mirror" and the customer value equation to achieve a "customer's eye view" of goods and services. They describe how companies in any service industry can (1) measure service profit chain relationships across operating units; (2) communicate the resulting self-appraisal; (3) develop a "balanced scorecard" of performance; (4) develop a recognitions and rewards system tied to established measures; (5) communicate results company-wide; (6) develop an internal "best practice" information exchange; and (7) improve overall service profit chain performance. What difference can service profit chain management make? A lot. Between 1986 and 1995, the common stock prices of the companies studied by the authors

*increased 147%, nearly twice as fast as the price of the stocks of their closest competitors. The proven success and high-yielding results from these high-achieving companies will make The Service Profit Chain required reading for senior, division, and business unit managers in all service companies, as well as for students of service management.*

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