

Who Says Elephants Cant Dance?: How I Turned Around IBM By Louis Gerstner

## Who Says Elephants Cant Dance? epub's air

Who Says Elephants Cant Dance?: How I Turned Around IBM

آقای گرسنر در سال 1993 شرکت آی بی ام را که به دلیل تغییرات بنیادین صنعت کامپیوتر رو به افول بود را تحویل گرفت و در سال 2002 این شرکت را در اوج تحویل دادمنتقدی نوشته بود که آی بی ام فیل است و عدم انعطاف طبیعی آن شرکت را گرسنر در کمتر از 10 سال فیل را **Who Says Elephants Cant Dance? ebookers** به سمت مرگش خواهد برد متحول کرد و در جواب این انتقاد کتابی با این نام نوشتیکی از بهترین کتاب های مدیریتی که موردکاوی قدرتمندی را به خواننده معرفی می کند **Who Says Elephants Cant Dance?: How I Turned Around IBM Absolutely brilliant story and insight from a non-tech executive turning around the world's biggest tech company - despite all odds. Elephant cannot dance worksheet** Who Says Elephants Cant Dance?: How I Turned Around IBM کتاب (چه کسی میگوید فیلها نمی توانند برقصند؟) که با عنوان (رقص فیلها) به فارسی برگردانده شده است جزو کتابهایی است که بیش از 13 سال از چاپ اول آن میگذرد و هر چند مباحثی که در آن مطرح می شود مباحث و تحلیل های روز نیستند، ولی در بازار نشر کتاب ایران که کتاب خوب مورد کاوی بسیار کم چاپ می شود و بسیار بازار نشر پر هرج و مرجی است، جزو کتابهایی است که هنوز خوانندش به مدیران میانی به بالا توصیه می شودداستان از افول شرکت (آی بی ام) شروع می شود که در برهه ای از زمان (اوایل دهه 90)، تمام توجه و تمرکز خود را بر روی (مین فریمها) برد در صورتی که مشتریان و بود که دو شرکت (اینتل) و (مایکروسافت) به تولید این کامپیوترها می پرداختندPC بازار تشنه ی (کامپیوترهای خانگی) و یا همان و و شرکت (آی بی ام) به صورت غیر منطقی به تولید و عرضه ی همان (مین فریمها) ادامه می دادکتاب از پیشنهاد دادن مدیر عاملی به (گسنر) شروع می شود و اقداماتی که یک مدیر در طول یک دهه انجام می دهد تا بتواند این شرکت را که بقدری غیر منعطف و سنگین شده بود که یک منتقد آن را به فیل تشبیه می کند نجات دهد و به یک شرکت سودآور تبدیل کندهم اکنون، در عالم مدیریت و استراتژی، اشتباه مطلق شرکت (نوکیا) را بر پای بندی بر سیستم عامل (سیمبین) و عدم پذیرش (اندروید) و همچنین عدم تطابق محصولات خود با بازار را مشابه اشتباه تاریخی (آی بی ام) می دانند با این تفاوت که از آی بی ام (لنوو) پا بر جا ماند ولی از (نوکیا) حتی در سری گوشی های جدید (مایکروسافت)، نام نیز حذف خواهد شددر کل همانطور که عرض کردم **Who Says Elephants Cant Dance?: How I Turned Around IBM** (The English review is placed beneath the Russian one) Когда я впервые прочитал эту книгу.

## Who Says Elephants Cant Dance? booking

He transformed the company into the leading force of the computer age. **Does the elephant dance book review** ؛ نویسنده: لوئیس وی گرسنر جونپور؛ تاریخ نخستین خوانش: روز نوزدهم ماه جولای سال «

2003 میلادیعنوان: چه کسی میگوید فیل ها نمیتوانند برقصند؟؛ نویسنده: لوئیس وی گرسنر جونپور؛ مترجم: امیر توفیقی؛

ویراستار محب الله گل بابایی؛ تهران، انستیتو ایزایران، 1382؛ در 427ص؛ شابک: 9648068305؛ جدول، نمودار، چاپ دوم  
1384. **Who Says Elephants Cant Dance?** در 317ص؛ شابک 9648068690؛ موضوع تاریخ شرکت آی  
؛ نویسنده: لویی گشتر؛ مترجم: غلامحسین خانقائی؛ تهران، فرا، 1384؛ در 354ص؛ شابک 9647092466؛ چاپ booklet  
دوم 1385؛ چاپ سوم 1388؛ چاپ پنجم 1394؛ شابک: 9780647092463؛ تاریخ صنعت کامپیوتر و تحول شرکت  
کامپیوتری «آی **Who Says Elephants Cant Dance? bookworm** Excerpt: Employees in any institution  
frequently complain and rightly so: Why do I have to hear news about my company on TV or the  
radio before I hear it from the company?. **Who Says Elephants Cant Dance? ebook3000** Who  
Says Elephants Cant Dance?: How I Turned Around IBM Below are key excerpts that I found  
particularly insightful in this book.

## Who Says Elephants Cant Dance? ebookee

And what I needed was a strong incentive for IBMers to look at their company from the outside in.  
**Who Says Elephants Cant Dance? kindle** It was changing the culture—the mindset and instincts  
of hundreds of thousands of people who had grown up in an undeniably successful company.

### Who Says Elephants Cant Dance? ebookee

то как и многие другие читатели поставил ей положительную оценку. **Who Says Elephants  
Cant Dance? epub air** Опыт оказался не очень удачным ибо слушая аудиокнигу я постоянно  
отвлекался от текста а это явный признак того что книга скучная. **Who Says Elephants Cant  
Dance? ebookee** Что примечательно при этом что с того самого первого дня когда я впервые  
прочёл книгу я очень хорошо запомнил только первую её часть т. **Who Says Elephants Cant  
Dance? bookkeeping** когда автор описывает крайне бюрократизированную корпорацию в  
которой все сотрудники ходят в костюмах и в которой сотруднику никогда не предложат  
ничего кроме минеральной воды. **Who Says Elephants Cant Dance? bookworm** перед нами  
типичная транснациональная забюрократизированная корпорация в которой сотрудники  
выполняют свои роли/задачи не по той причине что они важны а потому что много лет назад  
кто-то установил такие правила. **Who Says Elephants Cant Dance? ebook3000** В этой первой  
части книги автор довольно интересно и подробно описывает данную корпоративную  
проблему с которой сталкивались многие корпорации. **Who Says Elephants Cant Dance?  
books** все оставшиеся 5 глав книги автор крайне поверхностно и тот в точь как эта старая  
забюрократизированная IBM что существовала до его прихода начинает описывать всё  
остальное что происходило в IBM уже во время его (автора) правления в качестве CEO. **Who  
Says Elephants Cant Dance? bookkeeping** Насколько интересно было читать о проблемах IBM  
настолько же скучно было читать о путях реформирования IBM автором этой самой книги.  
**Who Says Elephants Cant Dance? epub.pub** Описание которое приводит автор настолько  
формализованные настолько блеклые и следовательно настолько скучные что после того как я  
прослушал на английском всю книгу я решил перечитать – 3 раз! – на русском ибо не мог  
поверить что книга настолько скучна. **Who Says Elephants Cant Dance? kindle** Я было  
подумал что может это следствие резкого временного ухудшения моего английского? Я не  
стал в третий раз читать всю книгу целиком а решил прочитать хотя бы только вторую главу т.  
**Who Says Elephants Cant Dance? bookkeeping** Ибо убери название корпорации – IBM – и  
поставь вместо него какую-нибудь неизвестную фирму и никто не будет читать такую книгу.  
**Who Says Elephants Cant Dance? bookkeeping** весь успех этой книги с моей точки зрения  
держится на известном имени автора на его позиции CEO и на том что в книге описывается  
корпорация IBM. **Who Says Elephants Cant Dance? bookworm** Книга незаслуженно с моей  
точки зрения получила положительную оценку ибо в ней нет ничего кроме сжатого и сухого

отчёта о проделанной работе. **Elephant cannot dance worksheet** In other words this is a typical transnational bureaucratized corporation in which employees fulfill their roles/tasks not because they are important but because someone set those rules years ago. **Who Says Elephants Cant Dance? bookkeeping** all the remaining 5 chapters of the book the author very superficially and exactly as this old bureaucratized IBM that existed before his arrival describes everything else that happened in IBM already during his (author's) reign as CEO. **Who Says Elephants Cant Dance? ebook3000** The descriptions the author gives are so formalized so faded and therefore so boring that after listening to the whole book in English I decided to reread - for the 3rd time! - in Russian because I couldn't believe that the book was so boring. **Who Says Elephants Cant Dance? ebook reader** I was thinking that maybe it was a consequence of the sudden temporary degradation of my English? I did not read the whole book for the third time but decided to read at least the second chapter i. **Who Says Elephants Cant Dance? epub** That is from my point of view the whole success of this book rests on the author's famous name on his position as CEO and on the fact that IBM is described in the book. **Who Says Elephants Cant Dance? ebooks online** The company can be laying off middle-class people like me but the executives pocket obscene amounts of money vacation at their beach houses and generally live a very disconnected life from the rest of us. **Who Says Elephants Cant Dance? booking** People who don't delegate their responsibilities (because doing so would diminish their prestige) and have armies of assistants who actually do all the work while the leader just presides usually not even needing to give their official yea or nay. **Who Says Elephants Cant Dance? epubublishing** They're laying off their experienced people and offshoring so much of the work that it's nearly impossible to find anyone to talk to about getting your contracted services fixed and working properly. **Who Says Elephants Cant Dance? ebook reader** Thank you Louis for this book! **Who Says Elephants Cant Dance?: How I Turned Around IBM** It is nice to think a person can come into a failing giant such as IBM and turn it around with common sense and a gamble or two. **Does the elephant dance book review** And consider this: how many CEOs have said I owe everything I know to a book I picked up at the airport? **Who Says Elephants Cant Dance?: How I Turned Around IBM** I don't usually read business books. **Does the elephant dance book review** He says detailing the turnaround that Louis Gerstner engineered at IBM in the 1990s:1- Thus began a lifelong process of trying to build organizations that allows for hierarchy but at he same time bring people together for problem solving regardless of where they are positioned within the organization. **Does the elephant dance book review** 3- After all the customer and employee and industry meetings as well as weekend and air travel reflection I was indeed ready to make four critical decisions: Keep the company together. **Who Says Elephants Cant Dance? ebook reader** 4- I've had a lot of experience turning around troubled companies and one of the first things I learned was that whatever hard or painful things you have to do do them quickly and make sure everyone knows what you are doing and why. **Does the elephant dance book review** 7- All of our efforts to save IBM—through right-sizing i and reengineering and creating strategy and boosting morale and all the rest—would have been for naught if while we were hard at work on the other things the IBM brand fell apart. **Who Says Elephants Cant Dance? ebookers** It was all about differentiation: Differentiate our overall pay based on the marketplace; differentiate our increases based on individual performance and pay in the marketplace; differentiate our bonuses based business performance and individual contributions; and differentiate our stock-option awards based on the critical skills of the individual and our risk of loss to competition. **Who Says Elephants Cant Dance? books** But of course these kinds of values don't necessarily translate into the same kind of behavior in all companies—how people actually go about their work how they interact with one another what motivates them. **Who Says Elephants Cant Dance? ebook**: عنوانهای چاپ شده در ایران: **Elephant cannot dance worksheet**: «چه کسی میگوید فیل ها نمیتوانند برقصند؟»: «رقص فیلهای - لویی گشتر و معجزه ی تحول آی ام صنعت کامپیوتر، از نویسندگان ایالات متحده آمریکا سده 20معنوان: رقص فیلهای - لویی گشتر و معجزه ی تحول آی ام؛ عنوان روی جلد: رقص فیلهای: **Who Says Elephants Cant Dance? bookkeeping**، معجزه ی تحول آی

ام» استتاریخ بهنگام رسانی **Who Says Elephants Cant Dance? booking** سرگذشت تحول آی  
Who Says Elephants Cant Dance? شریبانی **Does the elephant dance book pdf** 27/03/1400 هجری خورشیدی؛ ا  
How I Turned Around IBM I don't fancy business books as much, **Who Says Elephants  
Cant Dance? books** This book wasn't even my pick.

## Elephants cannot dance read aloud

People don't do what you expect but what you inspect: **Who Says Elephants Cant Dance? publishing** Revamping the compensation philosophy and overhauling culture change of a company as big as IBM is no mean feat. **Elephants cannot dance read aloud** The Appendix elucidating the many letters he wrote to IBMers drives the importance for communication in times of change and otherwise. **Who Says Elephants Cant Dance? epub.pub** required to break news first to the shareholders through the media. **Who Says Elephants Cant Dance? booklet** However I have always made it a point to make sure our employees hear the news literally seconds later: **Who Says Elephants Cant Dance? booking** No doubt he was able to build credibility with stakeholders both internal and external: **Teaching the elephant to dance book review** 10- The skills required in managing services processes are very different from those that drive successful product companies, **Who Says Elephants Cant Dance? epub air** We had no experience building a labor-based business inside an asset-intensive company, **Who Says Elephants Cant Dance? epub air** We were expert at managing factories and developing technologies. **Who Says Elephants Cant Dance? kindle** We understood cost of goods and inventory turns and manufacturing: **Who Says Elephants Cant Dance? bookkeeping** 11- My point is that all of the assets that the company needed to succeed were in place, **Who Says Elephants Cant Dance? books** But in every case—hardware.

### Who Says Elephants Cant Dance? books

Even services—all of these capabilities were part of a business model that had fallen wildly out of step with marketplace realities. **Who Says Elephants Cant Dance? ebooks online** The implications of this kind of leap to a company's economic model can be devastating, **Who Says Elephants Cant Dance? epub air** In IBM's case it meant the collapse of gross profit margins and the attendant changes we had to engineer to lower our cost structure without compromising our effectiveness: **Who Says Elephants Cant Dance? booklet** Yet the hardest part of these decisions was neither the technological nor economic transformations required. **Who Says Elephants Cant Dance? epub reader** Сейчас я уже не помню чем тогда руководствовался оценивая книгу настолько высоко. **Who Says Elephants Cant Dance? epub.pub** Однако спустя несколько лет я решил перечитать эту книгу ибо кроме одного момента совершенно не помнил содержания книги: **Elephant cannot dance worksheet** Сначала я решил послушать аудиокнигу на английском. **Teaching the elephant to dance book review** Поэтому Apple в своей знаменитой рекламе очень точно описала дух корпорации IBM, **Does the elephant dance book review** И именно это я запомнил когда читал книгу впервые, **Does the elephant dance book review** ту что шла сразу после той единственной интересной главы которая запомнилась мне как в первый так и во второй раз: **Who Says Elephants Cant Dance? ebook reader** Итог: нет я правильно всё понял когда слушал книгу на английском ибо книга реально скучная и не интересная: **Who Says Elephants Cant Dance? bookkeeping** Автор пишет о тех изменениях что он проводил в компании IBM но делает это невероятно скучно: **Who Says Elephants Cant Dance? ebooks free** Он взял такой стиль который часто можно встретить на официальных собраниях акционеров т. **Who Says Elephants Cant Dance? kindle** что-то типа «вот наши гениальные идеи и вот к каким блестящим результатам мы пришли», **Does the elephant dance book review** Честно сказать я не знаю кому может понравиться эта книга и почему она вообще

кому-то понравилась: **Who Says Elephants Cant Dance? ebookers** Да для корпоративного мира такой отчёт является нормой, **Does the elephant dance book review** Но для человека который далёк и от корпоративного мира (т, **Who Says Elephants Cant Dance? epub** транснациональных корпораций) и от компьютерного книга не даст никаких интересных открытий, **Who Says Elephants Cant Dance? books** Ничего нельзя взять из книги за исключением намерения максимально эффективно обслуживать своих клиентов, **Who Says Elephants Cant Dance? epub** Единственное о чём интересно говорит автор это призыв к клиентоориентированному подходу. **Who Says Elephants Cant Dance? booklet** Для многих людей даже конца XX века это уже не было откровением а уж для XXI и подавно: **Who Says Elephants Cant Dance? ebook reader** Что касается всего остального упомянутого в книге то всё это преподнесено просто невероятно поверхностно: **Who Says Elephants Cant Dance? publishing** Понять процессы что были внедрены в компанию или изменены в то время в корпорации IBM просто невозможно: **Who Says Elephants Cant Dance? publishing** Всё же одно дело управлять корпорацией и совсем другое быть хорошим писателем, **Does the elephant dance book pdf** Думаю автору стоило бы взять в соавторы человека который как раз и специализируется на написании подобных книг, **Does the elephant dance book pdf** Мы же получили типичный корпоративный отчёт: **Who Says Elephants Cant Dance? ebookers** When I first read this book I like many other readers gave it a positive rating. **Who Says Elephants Cant Dance? epub reader** Now I don't remember what motivated me to rate the book so highly at the time: **Who Says Elephants Cant Dance? publishing** However several years later I decided to reread the book because except for one point I had absolutely no recollection of the book's content: **Who Says Elephants Cant Dance? ebook reader** The experience was not very good because listening to the audiobook I was constantly distracted from the text which is a clear sign that the book is boring, **Who Says Elephants Cant Dance? books** What is remarkable is that from the very first day I read the book I remembered only the first part i, **Does the elephant dance book pdf** when the author describes an extremely bureaucratic corporation in which all employees wear suits and in which the employee is never offered anything but mineral water. **Who Says Elephants Cant Dance? epub.pub** That's why Apple in its famous commercial very accurately described the spirit of IBM Corporation: **Elephant cannot dance worksheet** In the first part of the book the author describes interestingly and in detail the problem that many corporations have faced, **Who Says Elephants Cant Dance? books** And that is what I remembered when I first read the book: **Who Says Elephants Cant Dance? epub.pub** As interesting as it was to read about IBM's problems it was equally boring to read about the ways in which the author of this very book reformed IBM: **Who Says Elephants Cant Dance? bookkeeping** the one that came right after the only interesting chapter that I remembered both the first and the second time. **Who Says Elephants Cant Dance? epub.pub** Bottom line: no I got it right when I listened to the book in English because the book is really boring and not interesting. **Who Says Elephants Cant Dance? booker** The author writes about the changes he has made at IBM but it is incredibly boring, **Who Says Elephants Cant Dance? booking** He took a style that you often see at formal shareholder meetings i, **Who Says Elephants Cant Dance? booklet** something like here are our brilliant ideas and here are the brilliant results we came up with. **Who Says Elephants Cant Dance? epub.pub** Frankly I don't know who would like this book or why anyone would like it at all, **Does the elephant dance book pdf** Because take away the name of the corporation IBM and put some unknown firm in its place and no one would read such a book. **Who Says Elephants Cant Dance? ebooks online** The book has undeservedly in my view received a favorable rating because there is nothing in it but a brief and dry report on the work done. **Who Says Elephants Cant Dance? bookworm** But for someone who is far away from both the corporate world i: **Does the elephant dance book review** multinational corporations and the computer world the book will not provide any interesting insights: **Who Says Elephants Cant Dance? ebook3000** Nothing can be taken from the book except the intention of serving one's customers as efficiently as possible: **Who Says Elephants Cant Dance? booker** The only interesting thing the author talks about is the call for a customer-centered approach: **Who Says**

**Elephants Cant Dance? epub reader** For many people even at the end of the 20th century this was no longer a revelation let alone in the 21st century, **Who Says Elephants Cant Dance? ebooks online** As for everything else mentioned in the book it is all incredibly superficially presented. **Who Says Elephants Cant Dance? ebook** It is impossible to understand the processes that were put in place or changed at that time at IBM Corporation. **Who Says Elephants Cant Dance? epub reader** Still it is one thing to run a corporation and quite another to be a good writer, **Who Says Elephants Cant Dance? epubs air** I think the author should have taken someone who specializes in writing books like this as a co-author. **Who Says Elephants Cant Dance? epub.pub** Who Says Elephants Cant Dance?: How I Turned Around IBM Truth be told I don't have much use for C-level executives. **Who Says Elephants Cant Dance? epub reader** Most of what I see about them involves obscene levels of compensation on an annual basis personal secretaries and use of expensive corporate assets like company planes, **Who Says Elephants Cant Dance? bookkeeping** They're the counter-example to the notion that the USA has a classless society, **Who Says Elephants Cant Dance? bookworm** Maybe reading a book about an arguably-successful CEO will change my opinion. **Who Says Elephants Cant Dance? booking** A ship even a good one with a fine crew needs a captain, **Who Says Elephants Cant Dance? epubs** Someone who can look the situation over and make a binding decision. **Who Says Elephants Cant Dance? booking** Anyone familiar with Star Trek knows that Spock and Scotty and Riker are all capable people, **Who Says Elephants Cant Dance? ebook3000** But imagine how situations would've been different without the barge in and take command behavior of James Kirk or the wise patient leadership of Jean-Luc Picard, **Who Says Elephants Cant Dance? ebook3000** These captains take charge and for better or worse suffer the consequences of the choices THEY make. **Who Says Elephants Cant Dance? ebooks free** So maybe IBM needed a Kirk after too many years of having a Picard in charge. **Who Says Elephants Cant Dance? epub reader** Honestly I don't think either of those fictional leaders would've known what to do with IBM of the early 90s, **Who Says Elephants Cant Dance? epubs** Are we SURE this is Planet Earth? Because it sounds a LOT like some kind of alien world, **Does the elephant dance book review** Here's an organization so completely hamstrung with bureaucracy and obsession with titles you'd think it was an 18th Century royal court in some obscure European nation, **Who Says Elephants Cant Dance? books** People who've been promoted to a certain level refusing to do certain roles because it was beneath their title, **Who Says Elephants Cant Dance? epubs air** People taking titles with them to new roles where arguably they outranked the people they were reporting to, **Who Says Elephants Cant Dance? bookkeeping** Where if someone attempts to champion some new initiative it requires sign-off from multiple tiers of leaders frequently in multiple different fiefdoms. **Who Says Elephants Cant Dance? bookworm** And failure by any one of them to provide approval in a timely manner can stop the whole thing in its tracks. **Who Says Elephants Cant Dance? ebook** This organization is having their a\*\* handed to them by the market but these people worked long and hard to achieve this position so they're going to hang onto it. **Who Says Elephants Cant Dance? bookworm** Until someone else gets put in charge and proceeds to shake up the kingdom. **Who Says Elephants Cant Dance? bookworm** At its core too many people seemed to think the e- stood for easy. **Who Says Elephants Cant Dance? ebooks online** We put up a website and people send us money even though we don't really do any work, **Teaching the elephant to dance book review** We have an IPO and give ourselves massive numbers of shares, **Who Says Elephants Cant Dance? booker** Other people bid up the value of those shares we cash out and go on a permanent vacation: **Who Says Elephants Cant Dance? ebookey** At its core e-business is just business over a different medium: **Teaching the elephant to dance book review** He correctly calls out investment bankers as the people who organized the the party and supplied the booze for the fiasco that was the dot-com bubble. **Teaching the elephant to dance book review** The investors supplied (and promptly lost) the money and the tech entrepreneurs supplied the talent and the reputations. **Who Says Elephants Cant Dance? epub reader** Sound familiar? Apparently where C-level executives are concerned a great leader is someone who recognizes BS and has the ability to put a stop to it. **Who Says Elephants Cant**

**Dance? ebook3000** They get people and an organization to stop wasting time and money and do what they need to do. **Elephants cannot dance read aloud** The path he put IBM on has served it rather well: services are where the money is, **Who Says Elephants Cant Dance? books** His successors have continued down that path to the present day. **Who Says Elephants Cant Dance? epub.pub** Probably the biggest single mistake he made was handing out large quantities of corporate shares to top-level management making that a significant fraction of their compensation. **Who Says Elephants Cant Dance? ebooks free** He wanted to align the interests of management with those of the shareholders: **Who Says Elephants Cant Dance? epubublishing** The result is that management has been doing whatever they can to keep boosting the values of the shares even if what they're doing is unsustainable: **Who Says Elephants Cant Dance? bookkeeping** They're spinning yarns about how unproven fields will be profitable, **Who Says Elephants Cant Dance? booker** Their cloud offerings in which they've invested HEAVILY simply ain't gettin' it done but they keep indicating that will be their savior. **Who says elephants can't dance pdf** Improvements needed to become the default course rather than resistance to same, **Who Says Elephants Cant Dance? booker** But he needed to remember that capital (shareholders) is not the friend of labor (the people who actually do the work). **Who Says Elephants Cant Dance? ebook** Putting management on the side of the former (and against the latter) means they will have fewer and fewer people to manage: **Who Says Elephants Cant Dance? epub reader** While it is possible to have too many employees it's possible to have too few as well, **Who Says Elephants Cant Dance? ebooks free** When there's not enough rubber hitting the road you lose traction and either stop or go off the road, **Who Says Elephants Cant Dance? epub air** Sounds like they need another guy like this to come along and seriously alter their course again. **Who Says Elephants Cant Dance? ebook** Who Says Elephants Cant Dance?: How I Turned Around IBM Who Says Elephants Can't Dance? Inside IBM's Historic Turnaround Louis V, **Teaching the elephant to dance book review** Gerstner Jr's memoir about the turnaround of IBM and his transformation of the company into the industry leader of the computer age, **Does the elephant dance book pdf** When Gerstner became CEO of IBM in 1993 shares were in free fall and the company was on the verge of collapse: **Who Says Elephants Cant Dance? ebook3000** Hired for his successful management of RJR Nabisco and American Express Gerstner had no background in technology but during his seven-year chairmanship it was a friend's: **Who Says Elephants Cant Dance? ebook reader** I couldn't keep the book down after I read the first page: **Who Says Elephants Cant Dance? booklet** It was a book that I needed wanted to read experience through someone as senior to tell me what it takes to make a historic turnaround, **Who Says Elephants Cant Dance? booker** The turmoils and tornadoes that seek you on your journey to make things happen are nothing but bricks of the pillars of a brilliant change. **Who Says Elephants Cant Dance? ebook** This book inspired me kept me grounded filled me with gratitude and lot more emotions that were completely new to me. **Who says elephants can't dance pdf** He takes credit for everything! Even though he notes Dennie's importance in the recovery he phrases it as I got lucky in meeting Dennie rather than Dennie saved the company, **Who Says Elephants Cant Dance? bookkeeping** Also I thought it petty of him to publish some of the emails his employees had written him--to point out their lack of tact. **Who Says Elephants Cant Dance? ebooks free** Let's remember they were going through a difficult emotional time and that they were not necessarily skilled in communications, **Who Says Elephants Cant Dance? epub air** There are a few lessons to be learned and I think Gerstner's leadership strength is admirable. **Elephants cannot dance read aloud** For those reasons this book might be of interest to some: **Who Says Elephants Cant Dance? epubublishing** Otherwise I put this in the category of airport books that promise you the keys to success. **Does the elephant dance book review** If I do I never read them on a Sunday! Who says Elephants Can't dance? is unpretentious witty and honest all at once. **Who Says Elephants Cant Dance? ebook** The fact that Lou does not consider himself a technologist helps: **Elephant cannot dance worksheet** He explains the underpinnings of the IT industry and IBM lucidly. **Who says elephants can't dance pdf** This razor sharp focus on competition execution & change management are compelling. **Who Says Elephants**

**Cant Dance? epub reader** However the most important leadership trait that exudes is his ability to understand what drives people. **Who Says Elephants Cant Dance? bookworm** 2- I went on to summarize my management philosophy and practice: I manage by principle not procedure.

**Elephants cannot dance read aloud** I'm a big believer in quality strong competitive strategies and plans teamwork payoff for performance and ethical responsibility, **Who Says Elephants Cant Dance? epubs** I look for people who work to solve problems and help colleagues, **Who Says Elephants Cant Dance? bookkeeping** I am heavily involved in strategy; the rest is yours to implement. **Who says elephants can't dance pdf** Solve problems laterally; don't keep bringing them up the line: **Who Says Elephants Cant Dance? ebook reader** If we make mistakes let them be because we are too fast rather than too slow, **Who Says Elephants Cant Dance? epubs air** Let's put together in meetings the people who can help solve a problem regardless of position: **Who Says Elephants Cant Dance? ebook reader** The unit leaders must be the translators into business terms for me. **Who Says Elephants Cant Dance? kindle** 5- The sine qua non of any successful corporate transformation is public acknowledgment of the existence of a crisis, **Does the elephant dance book review** If e So there must be a crisis and it is the job of the CEO to define and communicate that crisis its magnitude its severity and its impact. **Who Says Elephants Cant Dance? bookworm** Just as important the CEO must also be able to communicate how to end the crisis—the new strategy the new company model the new culture: **Who Says Elephants Cant Dance? booklet** All of this takes enormous commitment from the CEO to communicate communicate and communicate some more: **Elephant cannot dance worksheet** First every institution and almost every individual is an actual or potential customer of IBM: **Who Says Elephants Cant Dance? bookkeeping** In The second complexity factor is the rate and pace of the underlying technology. **Does the elephant dance book review** I have always believed a successful company must have a customer/market•lace orientation and a strong marketing organization: **Who Says Elephants Cant Dance? ebook reader** That's why my second step in creating a global enterprise had to be to fix and focus IBM's marketing efforts. **Who Says Elephants Cant Dance? booking** 9- I wanted IBMers to think and act like long-term shareholders to feel the pressure from the marketplace to deploy assets and forge strategies that create competitive advantage. **Who Says Elephants Cant Dance? epub.pub** The market over time represents a brutally honest evaluator of relative performance technology software but one that had tor decades been immune to normal competitive and economic forces, **Teaching the elephant to dance book review** The challenge was making that workforce live compete and win in the real world, **Does the elephant dance book pdf** It was like taking a lion raised for all of its life in captivity and suddenly teaching it to survive in the jungle, **Who Says Elephants Cant Dance? epubs air** 12- You've probably found as I have that most companies say their cultures are about the same things—outstanding customer service, **Who Says Elephants Cant Dance? booking** excellence teamwork shareholder value responsible corporate behavior and integrity, **Who Says Elephants Cant Dance? books** most of the really important rules aren't written down anywhere, **Who Says Elephants Cant Dance? booker** 13- In comparison changing the attitude and behavior of hundreds of thousands of people is very very hard to accomplish: **Elephant cannot dance worksheet** You can't lead the revolution from the splendid isolation of corporate headquarters. **Who Says Elephants Cant Dance? ebookee** You can't simply give a couple of speeches or write a new credo for the company and declare that the new culture has taken hold, **Who Says Elephants Cant Dance? kindle** 14- Thee work-a-day world of business isn't about fads or miracles. **Who Says Elephants Cant Dance? bookworm** There are fundamentals that characterize successful enterprises anc successful executives. **Who Says Elephants Cant Dance? epub.pub** 15- At the end of the day a successful focused enterprise is one that has developed a deep understanding of its customers' needs its competitive environment and its economic realities. **Who Says Elephants Cant Dance? ebooks online** This comprehensive analysis must then form the basis for specific strategies :hat are translated into day-to-day execution: **Teaching the elephant to dance book review** 16- Earlier in this section I mentioned that in every industry it is possible to identify the five or six key success factors that drive leadership



performance, **Who Says Elephants Cant Dance? epub** The best companies in an industry build processes that allow them to outperform their competitors vis-a-vis these success factors. **Teaching the elephant to dance book review** 17- This next generation of leaders—in both the public and private sectors—will have to expand its thinking around a set of economic political and social considerations. **Who Says Elephants Cant Dance? books** These leaders will be: Much more able to deal with the relentless discontinuous change that this technology is creating: **Who Says Elephants Cant Dance? ebook3000** Much more able to strike an appropriate balance between the instinct for cultural preservation and the promise of regional or global cooperation, **Does the elephant dance book review** Much more able to embrace the fact that the world is moving to a model in which the default in every endeavor will be openness and integration not isolation. «بی.ام.»

«رقص فيلها: سرگذشت تحول آی.بی.ام.بی.بی.بی.بی.ام.» This book taught me small things make a big difference!. But a human-intensive services business is entirely different. In services you don't make a product and then sell it. You sell a capability. You sell knowledge. You create it at the same time you deliver it. The business model is different. The economics are entirely different. e. T.e. C тех пор они и не пересматривались. Однако дальше т.е.е.е. T.e.e. В ней нет просто ничего. First I decided to listen to the audiobook in English.e. They haven't been revised since. But then i.e.e.e. Yes for the corporate world such a report is the norm.e. There is simply nothing in it. What we got was a typical corporate report.Fine. And to his credit Lou Gerstner did exactly that.He saw the rise of e-business. Indeed they were the main organization championing that concept. He also saw the dot-com bubble. Easy. And real business is hard work. The investment banks ended up with all the money. Everyone else lost pretty much everything. These are the people where the rubber meets the road. Maybe next quarter. Or the one after that. Or .Yes he made some necessary changes. Complacency needed to be stomped. Expenses needed to be trimmed. Modern-day IBM is doing a combination of both. Gerstner Jr. This is CEO Louis V. I don't know what force made me pick it. However I found Gerstner overly self-indulgent. The marketplace dictates everything we should do. I sack politicians. Just keep me informed in an informal way. Don't hide bad information—1 hate surprises. Don't try to blow things by me. Move fast. Hierarchy means very little to me. Reduce committees and meetings to a minimum. No committee decision making. Let's have lots of candid straightforward communications. I don't completely understand the technology. I'll need to learn it. but don't expect me to master it. Change our fundamental economic model. Reengineer how we did business. Sell underproductive assets in order to raise cash.6- What drives IBM's unique complexity is twofold.8- We made four major changes to our compensation system.This was all about pay for performance not loyalty or tenure. That's because as with national cultures. Business schools don't teach you how to do it. You can't mandate it :an't engineer it. What you can do is create the conditions for transformation. You can provide incentives. You can define the marketplace realities and goals. But then you have to trust. In fact in the end management doesn't change culture. Management invites the workforce itself to change the culture. They are focused. They are superb at execution. They abound with personal leadership. Much more global in outlook and practice. **Who Says Elephants Cant Dance?: How I Turned Around IBM.**