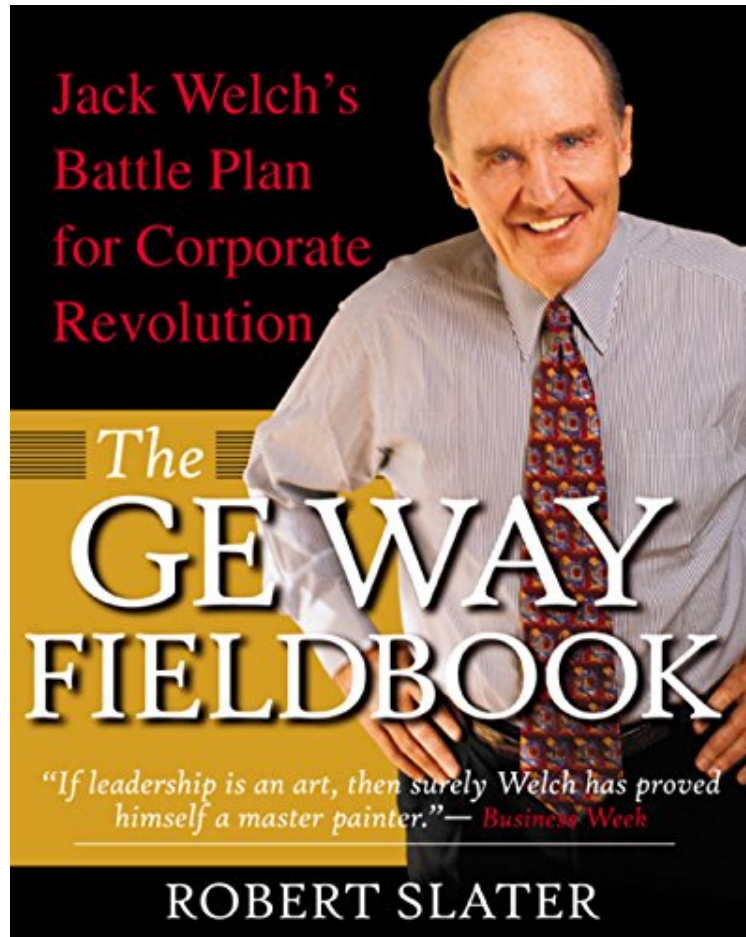


The GE Way Fieldbook: Jack Welch's Battle Plan for Corporate Revolution

Robert Slater

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Robert Slater : The GE Way Fieldbook: Jack Welch's Battle Plan for Corporate Revolution before purchasing it in order to gauge whether or not it would be worth my time, and all praised The GE Way Fieldbook: Jack Welch's Battle Plan for Corporate Revolution:

0 of 1 people found the following review helpful. Good book
By Gary S. Brinton
This was a purchase I was very surprised from. It was better than expected from all the ratings. It was excellent.
52 of 58 people found the following review helpful. Lessons from the Legendary Leader.
By Turgay BUGDACIGIL
"Jack Welch is arguably the most lauded CEO in the world...Such leading magazines as Time, Fortune, and Business Week all lavished praise upon him. They described him at times as the best CEO in America; at times, these magazines credited GE with being the best-run company in the nation...Welch built GE into the most successful American corporation of the late twentieth century by forging and then implementing a series of business strategies that have become his trademark: Business is simple. Don't make business overly complicated. Face reality. Don't be afraid of change. Fight bureaucracy. Get boundaryless. Use the brains of your workers. Find the best ideas, inside or outside your company, and then put those

ideas into practice. These strategies and others have formed the building blocks of Jack Welch's battle for corporate revolution...The Welch strategies have been described in a number of popular business books...Most of these books describe the aforementioned business strategies, and others as well, and give an excellent overview of what Welch and GE have accomplished. What The GE Way Fieldbook sets out to accomplish is not simply to explain the strategies but to offer a blueprint of how other companies can implement those strategies expeditiously and seamlessly in their own business...In contrast with the other fieldbooks, The GE Way Fieldbook is the first of its kind to focus on the inner workings and business strategies of a specific company...While we include much of the GE story throughout the book, the primary objective is to provide a road map for those wishing to implement GE's practices in their own organizations. As a result, most chapters include not only textual material but also self-assessment exercises, action steps, and internal GE documents. It is worth noting that these documents, most of which have been provided by General Electric, have never appeared in book form" (pp.1-2).In this context, Robert Slater divides his book into two main sections. But, in this review, I only focus on the first section as follows.

I. The GE Way: A Fieldbook for Corporate Revolution: In this section, he focuses on the different GE business strategies and initiatives within four learning modules.

1. The Leadership Module (Chapters 1-4): In this module, Slater explains: * five characteristics of best quality leaders described by Jack Welch in 1997. * key GE leadership ingredients-the four E:energy, energizer, edge, and execution-, and authentic leadership model of GE as refined views of Welch on leadership in 1999. * advices of GE's successful executives to GE's senior and middle-level executives all around the world:(1) Performance: Focus on current job performance..., (2) Expertise: Become proficient in one business/technical area..., (3) Ownership: Don't whine about your career..., (4) Challenge and Visibility: Take the hard job..., (5) Mentors/Supporters/Role Models: Broaden your base support..., (6) Global Experience/Cultural Breadth: Expose yourself and family to different cultures early..., * GE's assessment-360 degree feedback- and reward policy.

2. The Empowerment Module (Chapters 5-6): In this module, Slater explains: * Welch's Work-Out model and six basic objectives of this model: (1) reducing bureaucracy, (2) improving organizational processes, (3) empowering employees; reducing vertical boundaries, (4) breaking down intra-organizational walls, (5) developing formal alliances or informal relationships with customers, (6) developing other extra-organizational relationships. * how GE implements this Work-Out model.

3. The Organization Module (Chapters 7-10): In this module, by providing a series of questionnaires and other self-assessment exercises, Slater explains Welch's boundaryless organization strategy as the GE's emerging culture and the soul of GE's integrated diversity.

4. The Customer Module (Chapters 11-15): In this module, Slater presents a complete picture of GE's Six Sigma program, how it began, how it works, what impact it has had on the company, and what Jack Welch thinks about it. Welch argues that "Six Sigma is the most important management training thing we've ever had. It's better than going to Harvard Business School." I highly recommend this invaluable guide.

18 of 26 people found the following review helpful. Bad ideas made simplistic

By A Customer

This book is quite simply, horrible. I could overlook the fact that it assumes the reader just graduated first grade, if the ideas, methods and tools were any good. Reading this book, I have to believe GE got where it did in spite of Jack Welch, not because of him. These are not the concepts that revolutionize a business. The first great idea offered? An employee suggestion program. Wow, thanks. An entire book could be written on the futility of such efforts. Employees can't change the bad systems they are trapped in. Then we get the 4 E's. This is Jack Welch's idea that all managers in the organization must possess four ingredients: energy, be an energizer, edge, execution. Anyone familiar with Myers-Briggs, or True Colors personality type methodologies will see that Welch is basically saying he's after one personality type (I'll let you guess which one). This is nuts. The strive should be for diversity in personality types, especially on a leadership team. A good mix of idea people, action people, detail people, people who care about people, etc. And on that topic - caring about people, I hope the Jack Welch way doesn't become "the way". The ideas presented here about performance appraisals and forced distributions are not only stupid they are inhumane. I would refer you to the fine book "Abolishing Performance Appraisals" by Tom Coens and Mary Jenkins for a more enlightened view on people and performance.

The stuff about six sigma is not bad, although I'm not a big believer that you can problem-solve your way to excellence. It is possible to make entirely defect-free that which you should not be making at all. In short, skip this book. The ideas are nothing new, and in many cases wrong, and the tools and illustrations are too simplistic to be of value.

"If management is an art, then surely Jack Welch has proved himself a master painter." - BusinessWeek Boardroom legend Jack Welch is widely regarded as one of the most effective CEOs in business history. Welch's groundbreaking programs—including Six Sigma and Work-Out—along with his numerous strategies on business leadership have helped transform GE into the global benchmark for maximized productivity and labor efficiency. Now, The GE Way Fieldbook explains how you can implement the same programs that helped turn GE into a \$100 billion juggernaut. Drawing from his unprecedented access to GE's top-level corridors of power—including a never-before-published full-length interview with Jack Welch—veteran business author Robert Slater packs innovative strategies, easy-to-use diagnostic exercises, detailed questionnaires, and more into the most hands-on, applications-oriented book ever written on General Electric. Only in The GE Way Fieldbook will you

find: "The Boca Raton Speeches"—Never-before-seen excerpts taken from Jack Welch's internal speeches to GE employees More than 100 exercises, overheads, and exhibits from the files of Jack Welch and GE The most complete treatment of GE's Six Sigma program ever published Step-by-step action plans that are blueprints for implementing Six Sigma and Work-Out—and creating the boundaryless organization The fieldbook has become one of today's most popular, effective teaching tools—but never before has one focused on the inner workings and strategies of a specific company. The GE Way Fieldbook gives you an inside look at the stunningly successful Jack Welch era at GE, provides the techniques and tools you need to focus every worker in your organization on progress and growth, and outlines a strategic roadmap for implementing GE's business practices—and removing the boundaries to success—within your own organization.

From Booklist Slater, author of three previous books on Jack Welch, General Electric's CEO, explains Welch's successful strategies and provides a road map for seamlessly implementing those strategies in other companies. The book includes self-assessment exercises, action steps, and internal GE documents and is divided into two sections. The first section is devoted to the company's concept of leadership, empowerment, organization, and customers. The second section is devoted to Welch himself, with a reprint of an extensive interview, selected speeches, and descriptions of Welch's management style in dealing with his executives. With the notable acclaim that Welch and General Electric have earned in the business community, it is not surprising that a flood of books is being written to capitalize on that popularity, especially since Welch has recently announced his retirement after almost 20 years at the helm of GE. Although interesting, this is clearly an insider book with a positive bias prepared with the involvement of the company and Welch himself. Mary Whaley 'Explains Welch's successful strategies and provides a road map for seamless implementing those strategies in other companies.' (Booklist 2000-01-21) From the Back Cover Strategic tools and techniques for implementing GE leader Jack Welch's innovative business practices and removing the boundaries to success within your own organization. "If management is an art, then surely Jack Welch has proved himself a master painter."—BusinessWeek Boardroom legend Jack Welch is widely regarded as one of the most effective CEOs in business history. Welch's groundbreaking programs, including Six Sigma and Work-Out, along with his numerous strategies on business leadership have helped transform GE into the global benchmark for maximized productivity and labor efficiency. Now, The GE Way Fieldbook explains how you can implement the same programs that helped turn GE into a \$100 billion juggernaut. Drawing from his unprecedented access to GE's top-level corridors of power, including a never-before-published full-length interview with Jack Welch, veteran business author Robert Slater packs innovative strategies, easy-to-use diagnostic exercises, detailed questionnaires, and more into the most hands-on, applications-oriented book ever written on General Electric. Only in The GE Way Fieldbook will you find: "The Boca Raton Speeches"—Never-before-seen excerpts taken from Jack Welch's internal speeches to GE employees More than 100 exercises, overheads, and exhibits from the files of Jack Welch and GE The most complete treatment of GE's Six Sigma program ever published Step-by-step action plans that are blueprints for implementing Six Sigma and Work-Out, and creating the boundaryless organization The fieldbook has become one of today's most popular, effective teaching tools, but never before has one focused on the inner workings and strategies of a specific company. Let The GE Way Fieldbook give you an inside look at the stunningly successful Jack Welch era at GE, provide the techniques and tools you need to focus every worker in your organization on progress and growth, and outline a strategic roadmap for implementing GE's business practices, and removing the boundaries to success, within your own organization.