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The Leader's Guide to Radical Management: Reinventing the Workplace for the 21st Century

By Stephen Denning



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The Leader's Guide to Radical Management: Reinventing the Workplace for the 21st Century By Stephen Denning

A radical new management model for twenty-first century leaders

Organizations today face a crisis. The crisis is of long standing and its signs are widespread. Most proposals for improving management address one element of the crisis at the expense of the others. The principles described by award-winning author Stephen Denning simultaneously inspire high productivity, continuous innovation, deep job satisfaction and client delight. Denning puts forward a fundamentally different approach to management, with seven inter-locking principles of continuous innovation: focusing the entire organization on delighting clients; working in self-organizing teams; operating in client-driven iterations; delivering value to clients with each iteration; fostering radical transparency; nurturing continuous self-improvement and communicating interactively. In sum, the principles comprise a new mental model of management.

- Author outlines the basic seven principles of continuous innovation
- The book describes more than seventy supporting practices
- Denning offers a rethinking of management from first principles

This book is written by the author of *The Secret Language of Leadership*—a *Financial Times* Selection in Best Books of 2007.



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Editorial Review

Review

Denning puts forward a fundamentally different approach to management (Publicnet.co.uk, November 2010).

Review

“Denning has written an original and brilliant book which transforms ‘radical management’ into doable and, more important, indispensable management. Also an indispensable read!”

—Warren Bennis, Distinguished Professor of Business, University of Southern California & author of the just published: *Still Surprised: A Memoir of a Life in Leadership*

“Denning goes to the root of the management issues confronting companies today. Focusing on seven core principles, he lays out a pragmatic roadmap for shifting the corporation from a focus on scalable efficiency to a focus on delighting the customer and each other, while achieving even higher levels of productivity. In the process, he creates a space where we all can more fully achieve our potential.”

— John Hagel, Co-Chairman, Deloitte Center for the Edge

“*The Leader’s Guide to Radical Management* delivers. It delivers insight into why today’s broken institutions don’t work. It delivers the principles and practices that can reinvent them. It delivers powerful examples of organizations that are doing it —and some that aren’t — and it delivers the tools to help you start digging a new foundation.”

—Jim Kouzes, award-winning coauthor of the bestselling *The Leadership Challenge* and *The Truth About Leadership*; Dean’s Executive Professor of Leadership, Leavey School of Business, Santa Clara University

“To reinvent America and the world, we desperately need radical, new leadership and management. Stephen shows the way.”

—Mark Victor Hansen, Co-creator of the series Chicken Soup for the Soul®

“*The Leader’s Guide to Radical Management* is the paradigm shift we have been looking for to guide us as we evolve. This is the first book that focuses on what is truly important to being successful.”

—Matt Hlavin, President, Thogus Products Company

“*The Leader’s Guide to Radical Management* reframes the way we think about management in a practical, application-driven way. A must-read for anyone in a management position!”

—Ed Scanlan, CEO, Total Attorneys

“This book contributes with principles on radical management and continuous innovation to support an Agile mindset in your entire organization.”

—Michael Holm, CEO, Systematic Software

“I’ve spent the last 35 years of my professional life bushwhacking my way towards what I now know, thanks to Steve Denning, is the nirvana called Radical Management. It is a place where delighting customers is the religion and creativity, passion and learning are revered. Denning’s *Radical Management* is the antidote to the greatest disease in the workplace today, mental resignation due to lack of purpose. *Radical Management* should be required reading for anyone entering the work force or looking to reignite their inner bushwhacker!”

—Sam Bayer, CEO, b2b2dot0

“The Leader’s Guide to Radical Management accomplishes what no leadership book has been able to do in recent times. It delivers clear insights on the impediments keeping most institutions today from success. Beyond that though it provide tools and means of overcoming these barriers in novel and often counter-intuitive ways. A must read for leaders attempting to move to the next level of performance.”

—Rob Cross, Professor, University of Virginia

From the Inside Flap

"This is a book about a radically different way of managing. . . . It leads to workplaces that are more productive and more fun. These workplaces feel different."

—from the Introduction

In this provocative book, Stephen Denning introduces the seven principles of radical management, along with more than seventy supporting practices. Radical management focuses the entire organization on the goal of constantly increasing the value of what it offers to its clients, not merely producing goods or services or making money for shareholders. The seven interlocking principles comprise a new mental model of management: focusing the entire organization on delighting clients; working in self-organizing teams; operating in short client-driven iterations; delivering value to clients with each iteration; fostering radical transparency; nurturing continuous self-improvement; and communicating interactively. The principles and practices simultaneously inspire high productivity, continuous innovation, and deep job satisfaction, and result in surpassing client expectations.

Rather than offering a quick fix for today's complex workplace problems, radical management rethinks the nature and purpose of management. It addresses the questions: "What is good? Who is it good for? Is it good for the organization? Is it good for those doing the work? Is it good for those for whom the work is done? Is it good for society at large?" At the very foundation is open communication. Managers and workers must communicate interactively, using authentic narratives, open-ended questions, and deep listening, rather than treating people as things to be manipulated.

The principles and practices outlined in this book create a work environment that lifts up the human spirit and inspires the exhilaration of extraordinary performance.

Users Review

From reader reviews:

Jose Gould:

The book *The Leader's Guide to Radical Management: Reinventing the Workplace for the 21st Century* give you a sense of feeling enjoy for your spare time. You should use to make your capable a lot more increase. Book can to become your best friend when you getting tension or having big problem with the subject. If you can make studying a book *The Leader's Guide to Radical Management: Reinventing the Workplace for the 21st Century* to become your habit, you can get a lot more advantages, like add your capable, increase your knowledge about several or all subjects. It is possible to know everything if you like open and read a reserve *The Leader's Guide to Radical Management: Reinventing the Workplace for the 21st Century*. Kinds of book are several. It means that, science guide or encyclopedia or some others. So , how do you think about this e-book?

Doris Cobb:

Reading a book tends to be new life style within this era globalization. With reading you can get a lot of information that may give you benefit in your life. Together with book everyone in this world could share their idea. Ebooks can also inspire a lot of people. Plenty of author can inspire all their reader with their story or perhaps their experience. Not only the storyplot that share in the guides. But also they write about the ability about something that you need example. How to get the good score toefl, or how to teach your sons or daughters, there are many kinds of book that exist now. The authors in this world always try to improve their ability in writing, they also doing some analysis before they write to their book. One of them is this The Leader's Guide to Radical Management: Reinventing the Workplace for the 21st Century.

Darlene Gutierrez:

Spent a free the perfect time to be fun activity to try and do! A lot of people spent their down time with their family, or all their friends. Usually they doing activity like watching television, likely to beach, or picnic from the park. They actually doing same thing every week. Do you feel it? Do you want to something different to fill your own personal free time/ holiday? Can be reading a book can be option to fill your totally free time/ holiday. The first thing you will ask may be what kinds of reserve that you should read. If you want to try look for book, may be the e-book untitled The Leader's Guide to Radical Management: Reinventing the Workplace for the 21st Century can be fine book to read. May be it might be best activity to you.

Sam Nielsen:

A lot of people always spent their particular free time to vacation as well as go to the outside with them loved ones or their friend. Do you know? Many a lot of people spent these people free time just watching TV, or even playing video games all day long. If you want to try to find a new activity that is look different you can read the book. It is really fun for yourself. If you enjoy the book that you simply read you can spent 24 hours a day to reading a guide. The book The Leader's Guide to Radical Management: Reinventing the Workplace for the 21st Century it is very good to read. There are a lot of people who recommended this book. These people were enjoying reading this book. In the event you did not have enough space to develop this book you can buy often the e-book. You can m0ore effortlessly to read this book out of your smart phone. The price is not too costly but this book offers high quality.

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