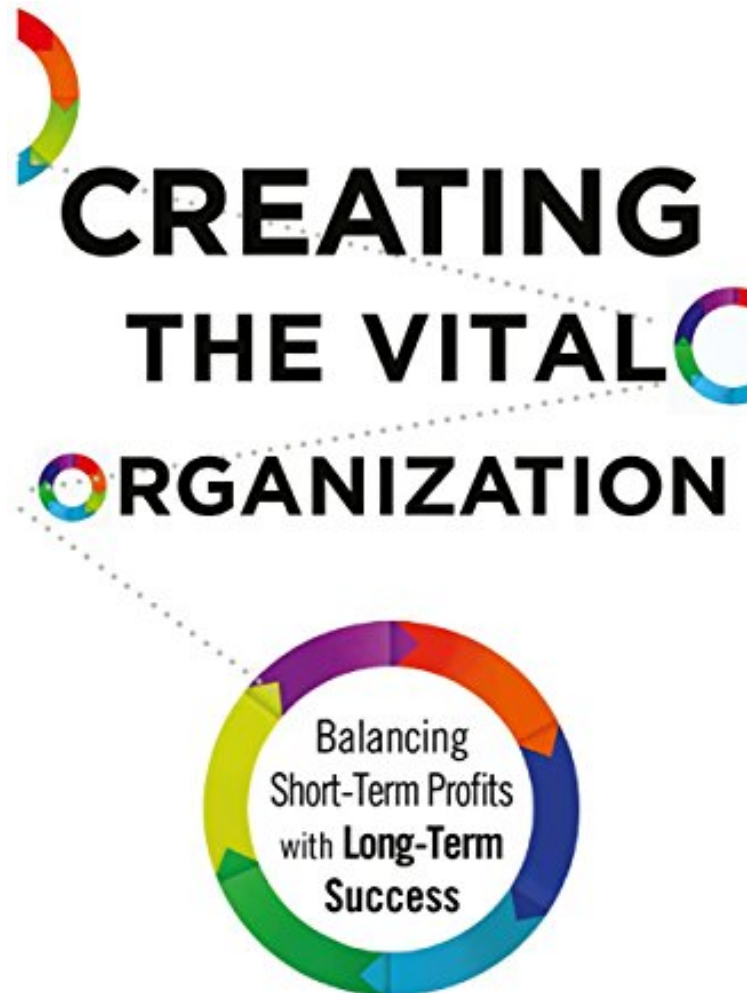


Creating the Vital Organization: Balancing Short-Term Profits with Long-Term Success

Scott M. Brooks, Jeffrey M. Saltzman

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Scott M. Brooks, Jeffrey M. Saltzman : Creating the Vital Organization: Balancing Short-Term Profits with Long-Term Success before purchasing it in order to gage whether or not it would be worth my time, and all praised Creating the Vital Organization: Balancing Short-Term Profits with Long-Term Success:

5 of 5 people found the following review helpful. This is a very readable, practical book for thinking ...By Michael L. Morris This is a very readable, practical book for thinking about the tradeoff between current priorities and future

potential. Both are essential, of course, because without concentrating on delivering results today, your business will suffer, and without preparing for new offerings in the future, your business will also suffer. The authors work through different ways of thinking about strategy, decision making, and storytelling, among other topics. A lot of solid evidence from mainstream organization psychology is cited and well described. Self assessments are included at the end of each chapter that can help evaluate where one's current company stands. I'd bet that anyone interested in business would find insight here.

2 of 2 people found the following review helpful. Some Vital Tips By Nick McCormick
 In order for a company to survive it must focus on the here-and-now while also focusing on long-term success. Take one's eye off the short-term and the long-term doesn't matter, because the company will quickly go out of business. Lose focus on the long-term and it won't belong before the company becomes obsolete and suffers a similar fate. Authors, Scott Brooks and Jeffrey Saltzman call companies that create the right balance between the short and long-term "vital organizations." Their book outlines steps to both become and remain vital organizations. The 15 chapters address everything from setting strategy to making effective decisions to handling change and the importance of incorporating story telling. In other words, the book addresses how to lead an organization effectively. The authors point out that although they lay out a formula (chapter 14 contains a step-by-step guide), there is no quick fix. It takes dedicated commitment and discipline to "constantly seek improvement to current performance while simultaneously developing future potential." Give this one a read to uncover and rediscover some vital techniques for improving your organization.

--Nick McCormick, Author, "Lead Well and Prosper"
 0 of 0 people found the following review helpful. Saltzman
 This book is very well written and does not suffer from unnecessary academic obfuscations nor from over-simplifications.
 By Raymond Saner
 CREATING THE VITAL ORGANIZATION
 Scott M. Brooks, Jeffrey M. Saltzman
 This book is very well written and does not suffer from unnecessary academic obfuscations nor from over-simplifications typical of "how-to" publications. The main features and benefits are as follows:
 1. The book is innovatively structured. The first part is like a substantial (content) management book on organization development + change. Each chapter offers questions for reflections, integration of the presented material and application to the realities of today's organizations.
 2. The last chapter is built around a Step by Step approach to OD+change and could be used as a reference book for an application/consulting project. Both sections- the OD/Management part and the later application section are well organized, pedagogically sound and support the reader's learning journey.
 3. Most chapters provide very useful and relevant literature sources for further reading for interested readers. The book could be used as a textbook for graduate courses at MBA schools.
 4. The book format in regard to the size of pages, font, even quality of the paper makes the reading of the book a pleasant experience and the case examples framed in boxes helps the reader keep up visual attention span.
 5. Another strength of the book is the successful integration of Organization Development with Management Consulting and application to organizational issues and also to larger societal issues (especially first 30 pages). Such a link to larger issues is very much missing in most of the standard organizational management literature.
 6. The authors introduce methods how to assess an organization's short-term versus long-term orientation with an easy to understand focus on improving efficiency and identifying potential/future markets and products.
 7. The authors introduce and explain the difference between resilience and agility in a way that opens rather than closes a reader's thinking, explaining for instance the link to innovation and the need for a company to innovate or become obsolete.
 8. Navigating change is a crucial chapter of the book. The topic is introduced in a non-jargon fashion making it easier for the reader to follow the author's train of thought.
 This is a unique book, covering organization development and change in a comprehensive manner without becoming a lengthy uninspired textbook. It is easy to read but not superficial, very useful for consultants and managers alike and could also be very useful for faculty members teaching graduate courses in organizational development and change.
 Prof. Raymond Saner
 Director, CSEND, Geneva
 3 April 2017

Are the day-to-day pressures of your business preventing your organization from reaching its full potential?

"To survive and thrive you must recognize the underlying tensions that pull at your business." Brooks and Saltzman offer a straightforward diagnostic framework to assess your company, your team, and yourself. Filled with great stories of leadership challenges and choices, this book illustrates what really drives company success. If you want to achieve the best of both current performance and future potential, then this book is for you." (Marc Sokol, Executive Editor of the journal, People + Strategy and Founder, Sage Consulting Resources, LLC)
 "A compelling read, this book provides a commonsense approach to creating the vital organization. The authors provide a research-based perspective on the vitality paradigm that effectively balances current performance, future potential, and develops strategies to convert this potential to results. Interesting end of chapter self-assessment tools are included." (Upinder Dhillon, Dean School of Management, Binghamton University SUNY)
 "Creating the Vital Organization is a must read for every start-up entrepreneur to every Fortune 500 board of directors member. Offers practical advice and keen insight into how small to large businesses can grow and thrive in a rapidly evolving global economy." (Mark B. Segall, Founder and CEO, Kidron

Corporate Advisors LLC) Leadership is one of those things that is easy to criticize but deceptively hard to do. Scott Brooks and Jeffrey Saltzman have demystified the process by providing a roadmap that helps leaders strike the appropriate balance between long-term growth and quarterly earnings requirements. (Gordy Curphy, PhD, Managing Partner, Curphy Leadership Solutions and co-author of Leadership: Enhancing the Lessons of Experience) If you are looking for the necessary framework and road map to successfully build or retool your business strategy for today's disruptive climate, then you need this book. Brooks and Saltzman provide the reader crucial questions, strategic tactics, and a tested model to help any business become a Vital Organization. (Dr. Michael Rucker, Vice President of Technology, Active Wellness) This book presents an easy to understand paradigm for bringing balance and vitality to your organization, using a mixture of data, true to life stories, and commonsense. The practical approach it offers is tremendously insightful. It's a valuable addition to any OD practitioner's library. (Carrie Speckart, Associate Director of Human Resources, The Trust for Public Land) Reading Creating the Vital Organization excited me as the director of a nonprofit homeless services organization. It gave me a simple framework of balancing Current Performance with Future Potential. As nonprofit leaders we are so often immersed in the day to day struggles of our organizations. Now I know I need to take time for future planning to create optimum organizational vitality. (Terrie Light, Executive Director, Berkeley Food and Housing Project) From the Back Cover Are the day-to-day pressures of your business preventing your organization from reaching its full potential? If you are spending the bulk of your time and energy streamlining your operations - squeezing more output from your resources, shaving costs, or pressing for speed you are risking your organization's future. Today's top leaders must balance their daily operations with future-oriented explorations so that their organizations can respond and adapt to any challenges in today's increasingly competitive and fast-moving environment. Yet focusing on both Current Performance and Future Potential is a tricky balancing act; each is a distinct pursuit that requires different skills, resources, measurements of success, and even time horizons. This book tells stories of strategy, insight, and action, featuring the latest advancements in industrial and organizational science, that will help catapult your organization to success now and in the future. "About the Author Jeffrey M. Saltzman is CEO of OrgVitality and an Associated Fellow at the Center for Leadership Studies, School of Management, at Binghamton University, USA.