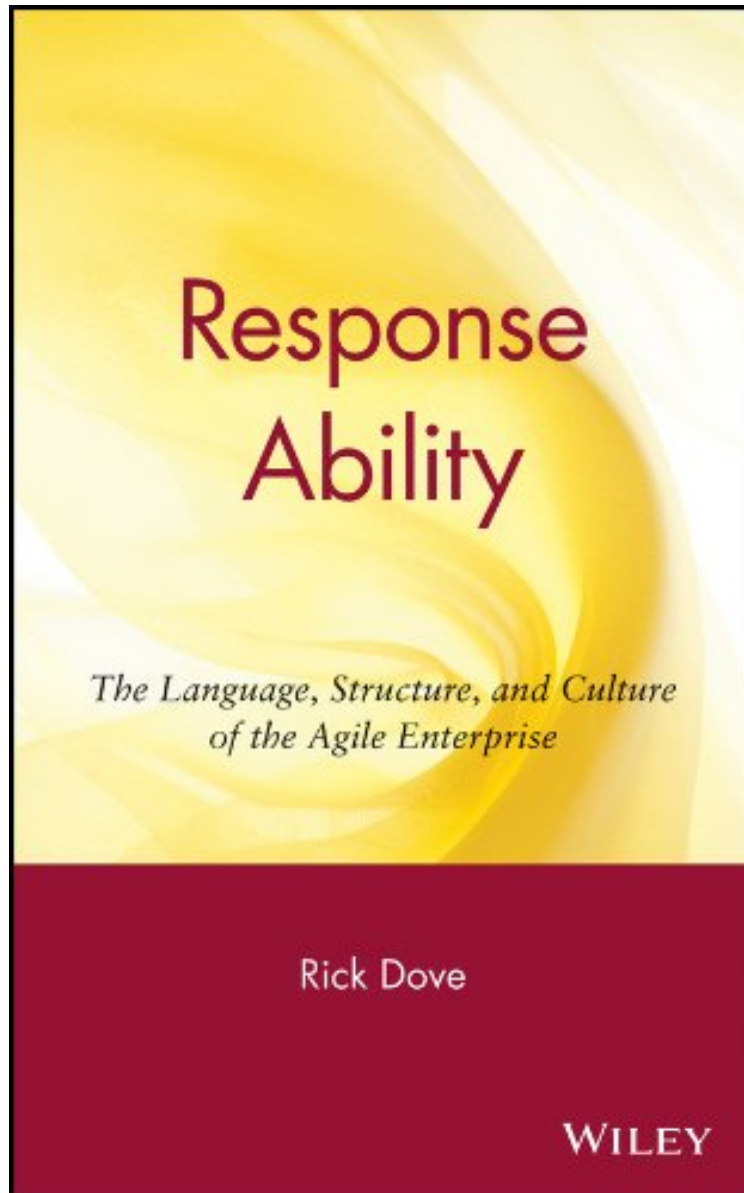


# Response Ability: The Language, Structure, and Culture of the Agile Enterprise

*Rick Dove*

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**Rick Dove : Response Ability: The Language, Structure, and Culture of the Agile Enterprise** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Response Ability: The Language, Structure, and Culture of the Agile Enterprise:

2 of 3 people found the following review helpful. Agility a NecessityBy CustomerAgility a Necessity: I read this book

while working in Malaysia and had the time to reflect on the two business worlds I have experienced in the USA and Asian Pacific Rim. The book brings to mind that taking an organization and moving its mentality is like trying to get a huge oil tanker to make a 180 degree turn.... not an easy task. Mr. Dove clearly states in the book the why, the need and the expectations for survival and how to shift one's business view from stagnated status quo to an adaptive and agile environment. The book's content is not the type that you just breeze through and whip together a program to initiate change. Instead, you have to take the time to read, step back and understand where you are at and what it will take to define the change. In the book, Mr. Dove gives several examples and templates on how to evaluate and redefine your business environment. I would not recommend this book to those who want to remain in a lazy business environment and hope that the cash flow continues until they retire. This book is for those that are tough enough to step forward, make a difference and do the homework to drive some agility into their business environment. Of course...it does not matter if you are in Asia or the USA...this book is most applicable wherever you are in this world!

4 of 5 people found the following review helpful. Practical Breadth  
By H T Goranson  
You know, original thinking in business books is rare, so it is something to celebrate when something new and useful -- even paradigm busting comes around. Rick Dove is something of an Abraham Lincoln of the Agility movement, having been there from the very beginning. So part of what you'll get here is the maturest ideas that have been put into practice from the small community of original researchers. The Abe metaphor carries into the fact that Rick has chosen to focus his intellect on practical breadth. His approach is rational and understandable: he speaks the language that real managers use, and he uses the type of useful conceptual devices apparent in the clever title. My own book on Agility ("The Agile Virtual Enterprise") takes a different approach: focusing on a few high payoff, hard problems of interest to advanced implementors. It probably does better as a second book on agility, after one has become convinced. I wish this book had preceded mine in publication -- it did so as far as the legacy of many of the ideas: Rick's ideas were shared early in the game with other, concurrent researchers. Check it out. It is accessible, with many case studies. And these aren't the headline type of "Chinese food" examples, but the kind that dig in and actually turn the cases inside out. It has tools that you can use now, that are applied in these case studies to show you how and why they work. All that's rare enough, but the most valuable element here is the original thinking. If you are not exposing yourself to original thinking of this type -- well, you're just not a manager.

3 of 4 people found the following review helpful. A tri-level business pattern  
By Jack Ring  
I am both biased and surprised. Biased because I was involved in some of the experiences on which this book is based and because I reviewed parts of the manuscript. Surprised because, knowing the focus was on real world pragmatics by a guy who has pioneered on the factory floor, I simply did not expect the span of coverage that emerged when all the chapters were brought together. This book is about how to make factories more productive. But also it is about how to make businesses more responsive and more profitable. Further, it is about how to facilitate proactive learning by all employees. What a concept -- letting everyone help make their enterprise successful. In a few pages Response Ability shows you more about knowledge management than most authors can muster in a whole book. Further, Response Ability shows how all three aspects of a sustainably successful enterprise fit together, each reinforcing the other, through a framework and modular architectural concept. Of course, the reason all this works so well is that all is based on principles (clearly explained) and vetted by results. Results count. And with this book Response Ability is a result that every alert leader can create.

A clear, practical approach to making your organization more responsive to change *Response Ability: The Language, Structure, and Culture of the Agile Enterprise* helps companies keep up with an ever-changing business environment driven by the explosion and rapid application of new knowledge and increasing connectivity and communication. This twenty-first-century business primer identifies corporate characteristics that facilitate change and shows managers how to instill these competencies in every part of any organization. This user's manual for the new economy shows companies how to reconfigure themselves to respond quickly when a business situation demands rapid changes in organization, distribution logistics, production capability, innovation capability, resource procurement, product design, service strategy, or any other activity or competency. It provides a strategic context for lean operating practices, puts knowledge management and the learning organization in perspective, and offers a framework within which to apply today's best advice on new business practices and strategic focus. This timely guide is the ultimate resource for enterprises struggling to adjust to rapidly changing economic conditions and for managers at any level who must introduce agility into a department, division, or entire organization. It is also an excellent supporting reference and tutorial for all others who will take part in the transformation.

From the Inside Flap  
Gurus have long insisted that, to survive and thrive in an increasingly dynamic and uncertain business environment, organizations must be willing and able to change rapidly and repeatedly in response to changing conditions. Until now, however, none has addressed the practical, physical aspects of how a company can achieve this kind of agility. Is it possible to design an organization and all of its parts to transform themselves with competence into whatever a new situation requires? Rick Dove answers this question with a resounding "Yes!" In *Response Ability: The Language, Structure, and Culture of the Agile Enterprise*, Dove defines and illustrates the

characteristics that make a business and its systems easy to change at any level. He explains how to acquire these characteristics; supplies the tools and techniques needed to implement them; and demonstrates how to use them, not only to effect change but also to direct it. Using positive and negative examples from major companies, including Microsoft, GM, and LSI Logic, Response Ability shows readers how to analyze opportunities and problems for their operational dynamics and how to use the results of this analysis to establish a solution strategy. This professional management primer also demonstrates how to measure change proficiency, profile an organization's ability to change, and establish a strategy for improving a company's change profile. Corporate culture has an enormous impact on a company's agility. Response Ability analyzes the role of culture in an organization's change profile and demonstrates how to insert new, change-oriented values and competencies into an established corporate culture, no matter what it may be. For senior managers, manufacturing managers, and organizational managers in companies of virtually any size in any market or industrial segment, Response Ability makes the concepts of agility and responsiveness real and actionable. Supplemented with numerous metrics and exercises, this eye-opening and completely practical resource will help organizations adapt and respond to changes in the business environment now and for years to come.

**From the Back Cover**A clear, practical approach to making your organization more responsive to change Response Ability: The Language, Structure, and Culture of the Agile Enterprise helps companies keep up with an ever-changing business environment driven by the explosion and rapid application of new knowledge and increasing connectivity and communication. This twenty-first-century business primer identifies corporate characteristics that facilitate change and shows managers how to instill these competencies in every part of any organization. This user's manual for the new economy shows companies how to reconfigure themselves to respond quickly when a business situation demands rapid changes in organization, distribution logistics, production capability, innovation capability, resource procurement, product design, service strategy, or any other activity or competency. It provides a strategic context for lean operating practices, puts knowledge management and the learning organization in perspective, and offers a framework within which to apply today's best advice on new business practices and strategic focus. This timely guide is the ultimate resource for enterprises struggling to adjust to rapidly changing economic conditions and for managers at any level who must introduce agility into a department, division, or entire organization. It is also an excellent supporting reference and tutorial for all others who will take part in the transformation.

**About the Author**RICK DOVE is the founder and Chairman of Paradigm Shift International and a prominent expert in the areas of organizational change and the agile enterprise. His work in the area of agility spearheaded the Twenty-First-Century Enterprise Strategy project at Lehigh University and popularized the concept of agility. Dove has written more than 125 articles on the topics of change proficiency and the agile enterprise. He is recognized worldwide as a leading thinker in this area of management.