

Improving Performance: How to Manage the White Space on the Organization Chart


By Geary A. Rummler, Alan P. Brache

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Improving Performance is recognized as the book that launched the Process Improvement revolution. It was the first such approach to bridge the gap between organization strategy and the individual. Now, in this revised and expanded new edition, Gary Rummler reflects on the key needs of organizations faced with today's challenge of managing change in today's complex world. The book shows how to apply the three levels of performance and link performance to strategy, move from annual programs to sustained performance improvement, redesign processes, overcome the seven deadly sins of performance improvement and much more.

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Improving Performance: How to Manage the White Space on the Organization Chart By Geary A. Rummler, Alan P. Brache **Bibliography**

- Sales Rank: #262753 in Books
- Published on: 2012-12-11
- Original language: English
- Number of items: 1
- Dimensions: 10.30" h x 1.00" w x 7.30" l, 1.50 pounds
- Binding: Hardcover
- 288 pages

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Editorial Review

From the Inside Flap

Improving Performance

With more than 150,000 units of two prior editions sold worldwide, *Improving Performance: How to Manage the White Space on the Organization Chart* is recognized as the book that launched the Process Improvement revolution. This seminal work by the cofounders of the Rummler-Brache Group emphasizes that the greatest opportunities for performance improvement often lie in the functional interfaces—those points at which the baton is being passed from one department to another.

Through case studies and examples, *Improving Performance* shows how the Rummler-Brache approach can:

- Resolve nagging white space issues
- Forge a stronger link between strategy and process redesign
- Install a measurement system that provides a foundation for continuous improvement and growth
- Overcome the common pitfalls in process redesign efforts
- Implement the significant changes that result from process improvement projects
- Develop a customer-focused, participative, accountability-based culture

With multiple charts, checklists, and new hands-on tools, the third edition of *Improving Performance* will enable you to better understand your organization and bring about top-to-bottom productivity gains.

From the Back Cover

Which is more important— your people, or your processes?

Over the long haul, even strong people can't compensate for a weak process. Sure, some occasional success may come from team or individual heroics. But if you pit a good performer against a bad process, the process will win almost every time.

The expanded and revised third edition of *Improving Performance* provides step-by-step detailed instruction on how to apply the Rummler-Brache methodology to reconstruct processes so they boost rather than impede productivity.

Praise for *Improving Performance*

"Tower's ability to grow from a startup in 1990 to one of the fifty largest property/casualty insurance writers in the United States was the result of combining clear, strategic goals and effective process design and execution. Rummler and Brache's *Improving Performance*, specifically the Nine Performance Variables, provided a comprehensive framework to help Tower deliver on the commitment to growth and allow us to serve the needs of agents, insureds, and employees."

—**Michael H. Lee**, president and chief executive officer, Tower Group Companies

"Times change. People conceive new products and services. Organizations shift to dramatically different business models. But what *doesn't* change is that managers and executives still rely on processes to conduct

their business *Improving Performance* remains the sacred text on process design, and this new edition offers state-of-the-art insights to make sure your processes are sleek and strong."

—**Price Pritchett**, Ph.D., chairman and chief executive officer, PRITCHETT, LP

About the Author

Geary Rummler, a pioneer in the application of instructional and performance technologies to organizations, cofounded the Rummler-Brache Group, a global leader in process management consulting and training.

Alan Brache, cofounder of the Rummler-Brache Group, focuses his consulting and writing on a methodology for resolving critical issues through the identification, documentation, analysis, design, measurement, and continuous improvement of business processes.

The Rummler-Brache Group, exclusive owner of the trademarked Rummler-Brache methodology, is a consulting and training firm specializing in process improvement and management. Rummler-Brache employs a wide range of interventions that span the delivery spectrum—from "do it for you" hands-on consulting, all the way to "do it with you" coaching and facilitation. A key differentiator is our core competency: we transfer the knowledge and technology you need to become self-sufficient at delivering business results through performance improvement projects. For more information, please visit www.RummlerBrache.com or call 800-992-8849.

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