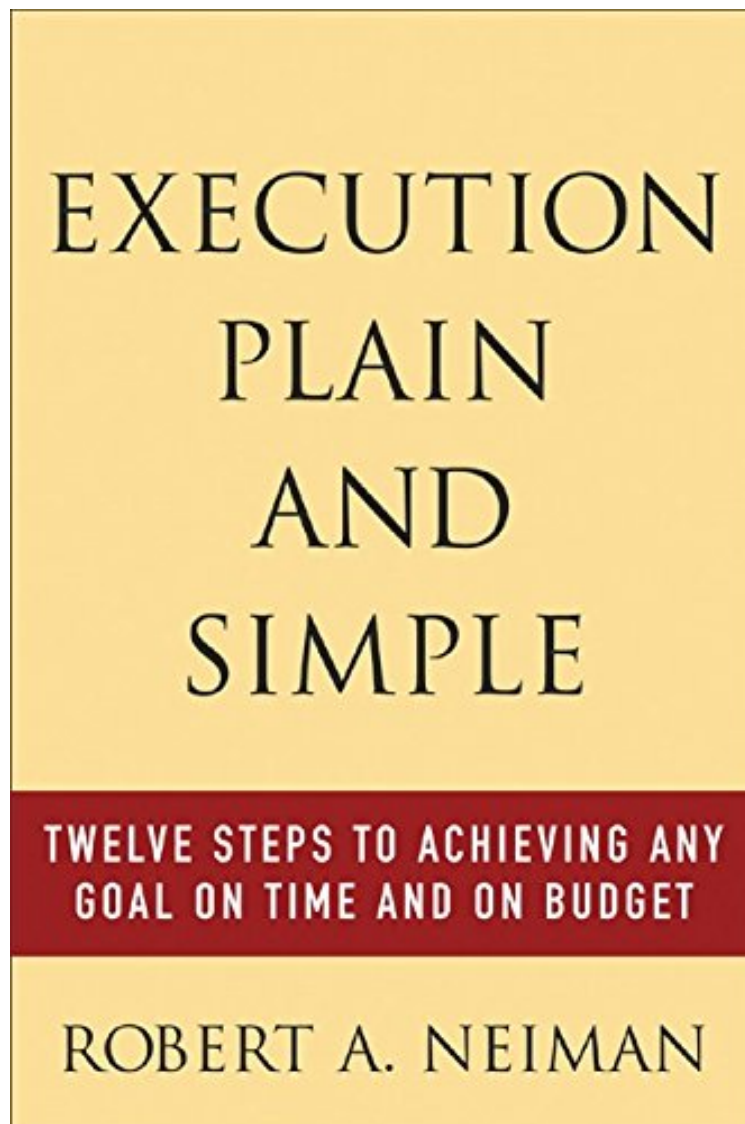


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Twelve Steps to Achieving Any Goal on Time and On Budget

Execution Plain and Simple: Twelve Steps to Achieving Any Goal on Time and On Budget: Twelve Steps to Achieving Any Goal on Time and On Budget

Robert Neiman

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Has your corporation or department misplaced its vision, purpose or spirit? Relax. Author Robert A. Neiman provides an effective path out of the lost-and-found department. Neiman's 12-step program offers practical solutions and political advice for even hardcore bureaucracy addicts. The text features true-to-life scenarios, worksheets and instructions for a full menu of corporate activities, ranging from dreaded employee reviews to awards ceremonies. The author's portrait of corporate life is like an excellent still-life painting, with realistic details, highlights and shadows. The text is enhanced with actual snapshots from testy workplace situations. These insertions, however, would work better with a bit of pruning and, although the vignettes are helpful, it is tempting to skim these little corporate dramas. But don't skip the charts and worksheets. These features are excellent tools. What's more, the author's insistence on honesty, integrity and personal responsibility is a business wakeup call. We recommend this book to every ambitious worker, manager or executive on the corporate ladder.
5 of 5 people found the following review helpful. 5 STARS WITH ONE RESERVATION
By Rodney Blanckenberg
Robert Neiman has worked closely for decades with the quintessential management consulting 'guru' Robert Schaffer... and this shows in this very helpful book... for that reason alone it deserved a 5-Star rating at One Big Idea Consulting Limited NZ ... where it is a standard recommendation to all our clients. We have one reservation. This does not invalidate Neiman's Twelve Steps to success with projects, but should be kept in mind by the readers when they come to applying Neiman's 'Twelve Steps' in real-live projects. What is Neima's One Big Idea ? What is the one, single 'plain and simple' action that makes up the 20-80 Pareto. Robert Schaffer has One Big Idea that runs through every article, Harvard Business Review on Breakthrough Thinking every book, every seminar, every consulting assignment that he has ever touched. He may add a twirl here or a twist there; but inevitably Robert Schaffer has taught us all to focus on one predominant under-pinning in every consulting project ... viz. Never ever persuade or push the client to attempt any change that he or she is not 'ready' for. For Schaffer 'readiness' is the magic key to project success. When a client is truly deep-down 'ready' to tackle a change, it is very hard to fail... and the consultant has done the 20% of input that will trigger 80% of the achievement. 'Readiness' is tricky and requires artful diagnosis and prognosis and infinite patience and intuition, much more than sigma-six number-crunching and swamps of spread-sheeting and dazzling powerpoint flash. Consulting is all about facilitation and not about persuasion. A gung-ho consulting style is very likely to do more harm than good when all is said and done. Neiman could have placed a tad more emphasis on this in his Twelve Steps process that are still quite sound overall. This book is recommended with 5 Stars, with one reservation. Does it alert and concentrate the reader to focus predominantly on 'readiness' and to measure it very carefully when treading each of Rapid Results!: How 100-Day Projects Build the Capacity for Large-Scale Change the plain and simple Twelve Steps to successful projects?

Breakthrough ways to keep your business goals on target and on deadline A practical job aid for any manager who needs to get an organization to execute better, Execution Plain and Simple provides a proven 12-step plan to get results, overcome delays, and achieve tough goals faster. This short book will help you generate momentum toward critical goals and achieve performance breakthroughs--no matter what the goal or project. Reveals how to execute a goal on time and on budget Shows how to cut through off-target diversions, flagging enthusiasm, and active resistance Explains how to cultivate change and support growth Features case examples from clients, including General Electric, Motorola, and many others

From the Back Cover
Specific Steps to Accelerate Achievement of Goals and Turn Strategy Into Payoff, for Those Who Have To Execute. Robert A. Neiman has helped major corporations achieve major gains in performance and profitability. He has put his experience on paper for managers who know their organizations have much more potential, can and must do better, and who need to overcome busyness, delays, diversions, and other barriers. His 12-steps provide specific guidance. They fill gaps in the literature about goal setting, execution, project management, leadership and change, and answer front line questions such as: How do I take responsibility? How do I define and get commitment on assignments? How do I organize the best team for the job? How do I shape a strategy that will work? How do I get things moving? How do I make demands effectively? How do I follow up like crazy without driving people crazy? How do I use politics to advantage? How do I solve the problems, cut through fatigue and apathy? "Bob Neiman has it right--execution is key to business success. Great strategies alone cannot drive winning results. While successful execution isn't simple, the potential payoff is big for companies and their people."--Frederick M. Poses, Chairman and CEO, American Standard "Bob Neiman's years of experience . . . are reflected in this book in his simple and straightforward style. Even experienced 'winners' will find this book valuable."--Bernard Hengesbaugh, Chairman and CEO (Ret.), CNA Financial "His 12 steps will help energized managers excel, procrastinators produce, delay addicts recover, dawdlers deliver, and strategists act. Apply the concepts with ZEST, and you will produce results". --Dave Ulrich, Professor, School of Business, University of Michigan and co-author of GE Workout and When The Bottom Line Isn't About the Author Robert A. Neiman is a Harvard M.B.A. and a partner in the management consulting

firm of Robert H. Schaffer Associates. He and his colleagues have helped produce major gains in performance, profitability, and speed of response in leading companies such as Allied Signal, CNA Financial, General Electric, Hartford Financial, Motorola, PNC Financial, and many others. He has published many articles on execution methods and case studies of their successful application. He lives in Stamford, Connecticut.