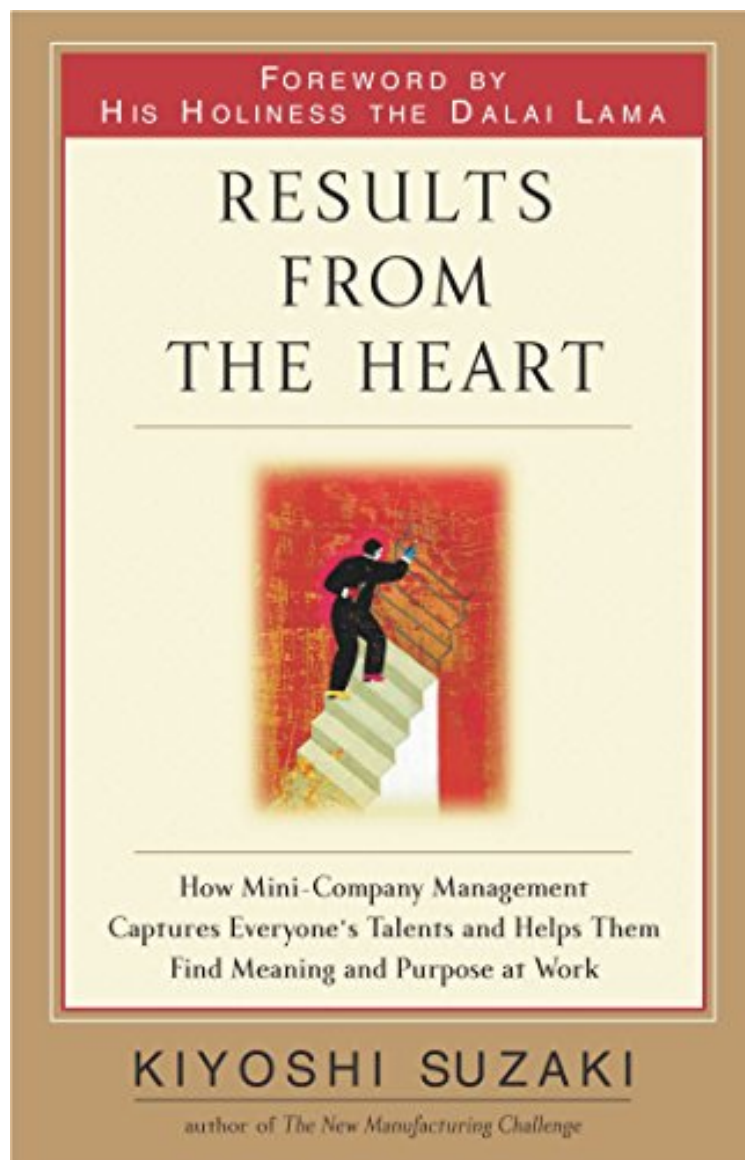


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## Results from the Heart: How to Instill Commitment from Your Employees By Helping Them to Fully Develop Their Talents

*Kiyoshi Suzaki*

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**Kiyoshi Suzaki : Results from the Heart: How to Instill Commitment from Your Employees By Helping Them to Fully Develop Their Talents** before purchasing it in order to gage whether or not it would be worth my time, and all praised Results from the Heart: How to Instill Commitment from Your Employees By Helping Them to Fully Develop Their Talents:

0 of 0 people found the following review helpful. soft is hardBy trechStephen Covey is quite right when he says in his review of this book, "Everyone is coming to know the "soft" (people) stuff is the "hard" stuff." Then, he continues to say, "the concept of mini-company is a brilliant one along with the idea of connecting the mind(logic) and the heart (meaning) in unleashing human potential."I totally agree and Suzaki is quite right! In my company, people in the mini-company are encouraged to even develop their new businesses if they can prove the idea to the "bankers" (Bosses). It has empowered them to be entrepreneurs with pride and aspiration. Just a while ago, we were just a company with few lines of products. Now, thanks to the mini-company idea, I found the unknown potential opened up for everyone to pursue their dreams - including new businesses I never thought possible. I highly recommend this book.By the way, if you are running your mini-company and not finding the bankers (bosses) supporting your work, find a new banker/company with your "mini-company annual report" in your hand. I am sure that the door will open for you... As Suzaki says, listen to your heart, use your brain, and live with your mission!2 of 2 people found the following review helpful. Dalai Lama's forewordBy mudagonTaken from the Dalai Lama's foreword:"I believe we have both the ability and the means to solve our problems and improve our world. Perhaps, the most important factors that inhibit us are short-sightedness, narrow-mindedness, and selfishness. Yet, to look after yourself is not wrong. Without a strong sense of self, we cannot develop self-confidence, determination, and will power.But we must be careful, for there is also a narrow minded selfishness that can lead to self-destruction. To counter that we have to realize that in reality our own interest is closely linked to the interests of others and the benefit, happiness, and interests of others are our own."The idea of mini-company is as simple as that! But there may be a deep gap between spirituality and business... I wonder.1 of 2 people found the following review helpful. Total Productive Maintenance Small Groups Taken to the Next LevelBy Manny HernandezI was exposed to Total Productive Maintenance (TPM) throughout the late nineties, therefore the concept of small groups (inherent to the way TPM works) was familiar to me. In "Results from the Heart", Kiyoshi Suzaki, an author of many titles on the famous Japanese manufacturing framework, introduces the concept of Mini-Companies as an extension of the concept of Small Groups.The tools and components he presents for the internal functioning of Mini-Companies and their interaction with other Mini-Companies across the organization give new life to the concept. This is the true value of the book.As for the connection of the TPM concepts to finding meaning and purpose at work, the book seems a bit of a stretch, barely touching on the topic. If you really want to read about this, I recommend you try Z.B.A.: Zen of Business Administration - How Zen Practice Can Transform Your Work And Your Life.

Results from the Heart introduces a new and helpful approach to improving job performance, improving job satisfaction, and helping organizations better respond to the rapid changes that are an inherent part of today's business environment. Mr. Suzaki recognizes that a motivated and engaged workforce should be part of any strategy to obtain and maintain competitive advantage. --Carl Stern, CEO, The Boston Consulting Group Since the publication of Frederick Taylor's The Principles of Scientific Management, managers have relied on logic to compel action. Now Kiyoshi Suzaki, one of the world's leading experts on enlarging the talents, self-esteem, and growth of the individual employee, argues that logic alone cannot move people to act. Productivity problems are inextricably linked to self-esteem, he argues, and worst of all to a prodigious waste of individual talent. But each solution is personal, Suzaki concludes, and found only within ourselves. "To find meaning and purpose at work we must use our brain," Suzaki says, "but listen to our heart." In Zenlike fashion he proposes that each of us ask ourselves a series of questions to determine the degree to which our brain is engaged with our heart. The framework around which this selfquestioning takes place is a groundbreaking concept that Suzaki calls "the mini-company." The author demonstrates how, within the larger workplace, each job is endowed with an almost spiritual meaning when each person -- at every level -- becomes president of his or her own area of responsibility. With simple diagrams, Suzaki shows how your boss becomes your banker or venture capitalist and your peers become your immediate suppliers or customers. The results are nothing short of astonishing. In Results from the Heart, Suzaki describes thousands of mini-companies he has "founded" during his worldwide consulting assignments. In most cases in which unhappy employees had previously "followed instructions like robots," there have been spectacular increases in both morale and productivity. If it is true that work is a journey, this manifesto for a more humane definition of the way we work is the roadmap.

.com As proposed by Kiyoshi Suzaki, a "mini-company" is a new kind of internal structure within a larger business, managed like an individual but interconnected corporation and designed for both personal and organizational advancement. Suzaki, a worldwide manufacturing consultant and author of several previous books, fully defines the concept in Results from the Heart and shows how it can have positive impacts on employees and ultimately contribute to their success and their company's. The purpose, as he sees it, is to "go beyond just doing our work routinely. We need a fresh and lively new paradigm to continuously find purpose in what we do." This is achieved with his model, Suzaki argues, because it allows workers on all levels to make meaningful contributions in the areas over which they have responsibility. He explains how those in any department can create and operate one of these entities, from developing its mission and orchestrating its implementation to summarizing its progress and acknowledging its

contributions. The idea may not appeal to everyone, but Suzuki contends it has already proven effective and he provides enough detail here for anyone interested in giving it a try. --Howard Rothman  
From Publishers Weekly  
Suzuki, a manufacturing consultant (The New Manufacturing Challenge), believes that all companies, regardless of size, need to be divided into smaller operations in order to be successful. "Mini-companies" not only foster greater productivity and fulfillment among employees but also allow management to maximize resources in all departments, thereby leading to a more dynamic business. To illustrate his point, Suzuki discusses several hypothetical companies and the structural changes they make that allow for these new divisions. For example, he cites one company that chronically complains to its financiers, and another that is well organized internally. Although he believes that every company can use this method, the author acknowledges that it is difficult, particularly for some micromanaging executives, to delegate responsibility and authority to many people at different levels of the company. In such cases, Suzuki suggests a trial period. He is convinced that "mini-companies" are essential to fostering happiness among workers and greater success overall for the company. Callous, hard-nosed CEOs are not likely to adapt this touchy-feely theory (they may balk at phrases like "Whether we are running a mini-company or cleaning an office, if we practice what our heart desires I have no doubt that our actions will lead to a life well lived"), especially since Suzuki does not use actual companies as examples. However, Suzuki's book is well organized and written clearly enough that employees from lower ranks through executive boardroom will find it useful. Copyright 2001 Cahners Business Information, Inc.  
From Library Journal  
A worldwide manufacturing consultant, Suzuki (The New Manufacturing Challenge) asserts that managers need to make sense out of the chaos of change in order to help workers find purpose in their work. All employees must believe that their contributions are meaningful and that they have control over their responsibilities and destinies. When each unit or department of a large organization or company is seen as a "mini-company," workers gain a sense of autonomy and of participation in their mini-company and then in the larger organization's fortunes. Suzuki shows how each mini-company must clarify its structure and accountability throughout the company, practice customer orientation by involving everyone, allocate resources according to need, encourage initiative, develop a common language, utilize everyone's potential, and create a dynamic organization by involving every employee. An epilog and four appendixes expand on ideas presented in Suzuki's eight succinct chapters. This book provides a model for a successful department or company with interconnected employees and is a breakthrough in motivational business thinking and management. It may not appeal to everyone, but some creative and useful ideas are presented. For most business collections. Susan C. Awe, Univ. of New Mexico, Albuquerque Copyright 2002 Reed Business Information, Inc.