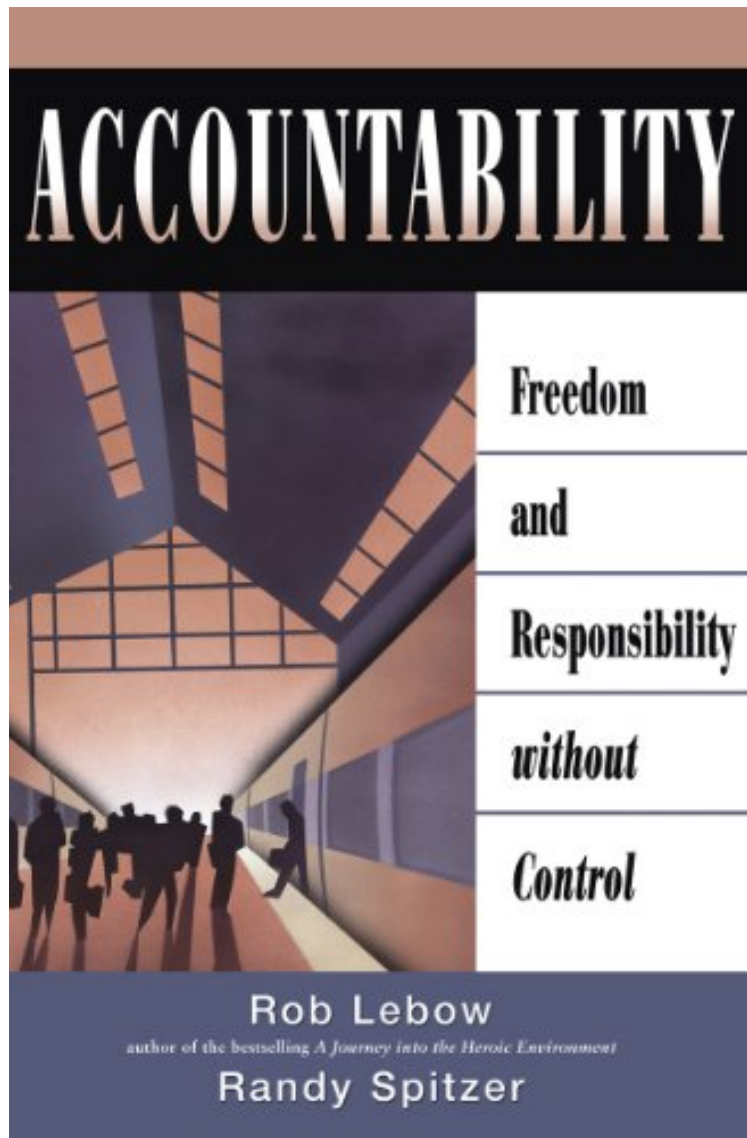


Accountability: Freedom and Responsibility Without Control

Robert Lebow, Randy Spitzer

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Robert Lebow, Randy Spitzer : Accountability: Freedom and Responsibility Without Control before purchasing it in order to gauge whether or not it would be worth my time, and all praised Accountability: Freedom and Responsibility Without Control:

2 of 2 people found the following review helpful. Tip of the Hat to You Mr. Lebow and Mr. Spitzer
By Customer
This is a must read book if you are a CEO and you know where you are today is not where you should be or can be. If you feel your company is doing well but there is something missing, somewhere you need to be leading your company, you can sense it but you can't quite put your finger on it - read the BOOK!
Here's why. As a CPA I have been helping

business leaders take fresh looks at their businesses, transforming them from ordinary business to better businesses for over thirty years. I have guided them through policy procedure redesign, reengineering, incentive pay design/pay for performance compensation planning, performance measurement design and benchmarking, balanced scorecard and more. These companies have improved their bottom line. But it has always resulted in the sacrifice of something else in the business and the results are hard to sustain. I believe the missing links are shared values, real accountability, and a work environment where employees are free to choose to be accountable and own their jobs. Those are the missing links necessary to transform organizational culture and turn ordinary businesses into extraordinary enterprises. Lebow and Spitzer have created a process based on their own research and that of other leading consultants and researchers. A process that can be duplicated in your business; no matter how large or small. A process that engages your employees; from line positions all the way to the top. Many researchers have found some of the links, identified the companies that have done it, know the elements that distinguish the great companies from good companies, but don't have all the pieces or a process to make the leap. In this book Lebow and Spitzer have really hit a home run!! The book's format is a refreshing narrative that tells the story of how the process works, why it works and who can make the leap. Every CEO, COO, CFO, division manager, plant manager, supervisor regardless of the industry, government agency or non profit organization should read this book. Your own organizational transformation may be as close as your choice to read the book - *Accountability, Freedom and Responsibility Without Control*. Without question, this is a book whose time has come. 1 of 1 people found the following review helpful. Freedom versus Control By Daniel W. Cook You'll either love this book or hate it. There is no in between. If you are a die-hard control freak, then forget it. You won't learn a thing! But, if you have any trust at all in people, then give it a shot. Lebow and Spitzer take you through a typical conversation between a control freak, a motivation expert, a measurement/process advocate, and a wise old man who has learned that people have values and want to be great. All you have to do allow them the freedom of choice, ask them to be responsible for their choices, and then trust them. Maybe you're afraid that things will really fall down if you give up control. Or ... do you think your job is to 'motivate' (i.e. manipulate) people. Or better yet, let's just get the processes and systems right and everything else works out fine. Well ... any argument you can come up with is already voiced in *Accountability* (and extremely well I might add). And ... they are all gracefully and respectfully dispelled by the wise old man. Lebow and Spitzer hit upon what's been plaguing management science and practice for over a hundred years. They successfully dichotomize control and freedom and demand you make a choice. If you choose control, there are literally thousands of ways you can better control people. The end result: you may feel good in the short-term, but your organization eventually goes down the tubes (along with you, unless you get out first). On the other hand, freedom of choice on the job is about responsibility and accountability. But, make no mistake about it. When you make a choice, you are accountable - not your boss - but to your customers, your colleagues, yourself, and to your values. It is time that managers of people and organizations realize that control is not the answer. And *Accountability* finally brings this to light - directly and unequivocally. It is time for Corporate America and the rest of the world to realize that freedom is the answer, regardless of the question. Take a chance. Learn something that is against everything your management training and education has taught you - and yet your heart tells you to follow - if you have the courage. Read *Accountability* and make a choice. 2 of 2 people found the following review helpful. A bright spot on a dismal horizon A bright spot on a dismal By Roger C. Parker In the morass of highly promoted, usually content-free "business books," In an area where we've all been let down by government agencies that don't protect us and corporate giants that inevitably flutter to the ground, there is a bright spot. Rob Lebow and Randy Spitzer's *Accountability* there is the exception that proves the rule. A genuinely helpful easily read book. A book you won't forget. *Accountability* adroitly blends together economics, psychology, sociology and management into a coherent view that pinpoints the problem with "fad of the day" business "solutions" and returns to the basic molecules where business success or failure originate: the motivations of their employees. *Accountability* takes a lighthearted look at the poor long-term track record of control-oriented firms, and posits a carefully researched alternative, Freedom Based Thinking. Rather than starting with the premise that employees are both evil-intentioned and children in need of direction, *Accountability* focuses on helping workplaces develop Freedom Based Thinking that empowers everyone in a corporation to work as hard as they can, to establish their own performance standards, and mentor others. *Accountability* blends together the pioneering work of Edward Deming with years of careful research. *Accountability* provides a roadmap to transferring dysfunctional, control-oriented organizations into enthusiastic Freedom-based organizations. Far from a dry business book, *Accountability*'s lessons are delivered as part of an ongoing narrative on board a transcontinental train. The storytelling genre results in a "fast read" book with lessons that will be imprinted on the reader's mind. Worksheets and resources help readers move on their own. Each year, numerous business "gurus" produce their biannual "salvation of the day," salvation books that may create great consulting contracts and keynote addresses, but do little to offer businesses long-term solutions. *Accountability* is the exception. No fluff, no empty promises, just "Freedom and Responsibility Without Control," and how to achieve it. Did I like this book? I tell my friends: I read it once, I read it twice, and I'm reading it again--and finding myself underlining different passages. Roger C. Parker

Using a wealth of real-world examples, this breakthrough book offers a new freedom-based management paradigm that radically improves every aspect of business—from how we hire, compensate, and motivate people to how we address quality issues, serve customers, review employees, and more. *Accountability* tells the story of Pete Williams, a hard-charging CEO, who meets Stan "Kip" Kiplinger, a retired businessman, during a cross-country train trip. Pete's manufacturing business is in critical condition; productivity is falling. He's tried all the popular management approaches, but he can't get his people to be accountable for meeting their goals. Kip points out that every management system Pete has used is ultimately based on controlling people. Rather than encouraging people to be accountable, control-based systems discourage accountability by destroying people's sense of ownership of their job. Kip introduces Pete to a new way of leading people based on freedom—giving people the freedom to make their own choices and to do it their way. This doesn't mean anarchy; it means leadership expects everyone to act like an adult and take responsibility for his or her actions and their outcomes. *Accountability* details how this new approach yields a consistent flow of creative innovations and organizational improvements impossible under the old, coercive systems.