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# Employees First Customers Second Turning Conventional Management Upside Down Vineet Nayar

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*Superstar  
Leadership  
HarperCollins  
Leadership  
An expert in  
business  
turnaround*

shares his  
inspiring  
approach to pro  
blem-solving:  
"A fascinating  
read" (Mitt  
Romney).  
Visionary  
leader Greg  
Brenneman  
believes that  
true business  
success and  
personal  
fulfillment are  
two sides of  
the same coin.  
The techniques  
that will grow  
your business  
will also help  
you achieve a  
rich,  
purposeful, and  
integrated  
life. Here,  
Brenneman takes  
what he's

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learned from	dramatic	demonstrate the
turning around	results in a	astounding
or tuning up	variety of	effects these
many businesses	business	steps can have
—including	environments.	when you apply
Continental	But he also	them—right away
Airlines and	came to realize	and all at
Burger King—and	that he could	once.
distills it	apply these	<i>Set-up-to-Fail</i>
into a simple,	same principles	<i>Syndrome</i> Harvard
clear, five-	to improve his	Business Press
step roadmap	life and build	A powerful lesson in
that anyone can	a lasting moral	what is really
follow. He	legacy. He	important in business,
teaches you how	found he could	this remarkable book
to: *prepare a	make better	by an ultimate insider
succinct Go	decisions by	takes the lessons of
Forward plan	carefully	the peddler and
*build a	taking the most	reveals how they can
fortress	important	be used by the rest of
balance sheet	facets of his	us. Reminiscent of
*grow your	life—faith,	bestsellers such as
sales and	family,	"Who Moved My
profits *choose	friendship,	Cheese?" and "The
all-star	fitness, and	One-Minute
servant leaders	finance—into	Manager, What the
*empower your	consideration.	CEO Wants You to
team For more	Brenneman's	Know" is simple,
than thirty	inspiring	direct, and of
years,	examples, from	immense use to
Brenneman has	both his	everyone in business.
seen these	business and	<u>The King of</u>
steps foster	his life,	<u>Content</u> Crown

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<p>The bestselling business book from award-winning restaurateur Danny Meyer, of Union Square Cafe, Gramercy Tavern, and Shake Shack. Seventy-five percent of all new restaurant ventures fail, and of those that do stick around, only a few become icons. Danny Meyer started Union Square Cafe when he was 27, with a good idea and hopeful investors. He is now the co-owner of a restaurant empire. How did he do it? How did he beat the odds in one of the toughest trades around? In this landmark book, Danny shares the lessons he learned developing the dynamic philosophy</p>	<p>he calls Enlightened Hospitality. The tenets of that philosophy, which emphasize strong in-house relationships as well as customer satisfaction, are applicable to anyone who works in any business. Whether you are a manager, an executive, or a waiter, Danny's story and philosophy will help you become more effective and productive, while deepening your understanding and appreciation of a job well done. Setting the Table is landmark a motivational work from one of our era's most gifted and insightful business leaders. <u>Setting the Table</u> Penguin</p>	<p>Why can some organizations innovate time and again, while most cannot? You might think the key to innovation is attracting exceptional creative talent. Or making the right investments. Or breaking down organizational silos. All of these things may help—but there ' s only one way to ensure sustained innovation: you need to lead it—and with a special kind of leadership. Collective Genius shows you how. Preeminent leadership scholar Linda Hill, along with former Pixar tech wizard Greg Brandeau, MIT researcher Emily</p>
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Truelove, and Being the Boss coauthor Kent Lineback, found among leaders a widely shared, and mistaken, assumption: that a “good” leader in all other respects would also be an effective leader of innovation. The truth is, leading innovation takes a distinctive kind of leadership, one that unleashes and harnesses the “collective genius” of the people in the organization. Using vivid stories of individual leaders at companies like Volkswagen, Google, eBay, and Pfizer, as well as nonprofits and international government

agencies, the authors show how successful leaders don’t create a vision and try to make innovation happen themselves. Rather, they create and sustain a culture where innovation is allowed to happen again and again—an environment where people are both willing and able to do the hard work that innovative problem solving requires. Collective Genius will not only inspire you; it will give you the concrete, practical guidance you need to build innovation into the fabric of your

business. Leading Change McGraw Hill Professional Discover and implement “the most important, proven leadership principles and ideas” in just thirty-one days with this step-by-step manual (Ken Hicks, CEO/Chairman, Footlocker, Inc.). It is the rare excellent boss who can achieve great results by earning their staff’s loyalty and inspiring exemplary performance. Now you can learn the secrets of these Superstar leaders—and become one of them. Superstar Leadership examines the key habits of the best and worst bosses, identifying nine key performance drivers that are proven to increase and sustain results. Do you want

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to earn more money for your company?	Harvard Business Press	characteristics that
Electrify your department?	The Challenge Built to	cause a company to go
Increase customer loyalty, sales, and productivity while simultaneously decreasing turnover, improving innovation, and having fun? With evaluations and activities designed to help you hone your leadership skills, you can achieve all of this.	Last, the defining management study of the nineties, showed how great companies triumph over time and how long-term sustained performance can be engineered into the DNA of an enterprise from the very beginning. But what about the company that is not born with great DNA?	from good to great?
Superstar Leadership will teach you: Why fifty percent of managers fail, and how to avoid being one of them	How can good companies, mediocre companies, even bad companies achieve enduring greatness?	The Standards Using tough benchmarks, Collins and his research team identified a set of elite companies that made the leap to great results and sustained those results for at least fifteen years. How great? After the leap, the good-to-great companies generated cumulative stock returns that beat the general stock market by an average of seven times in fifteen years, better than twice the results delivered by a composite index of the world's greatest companies, including Coca-Cola, Intel, General Electric, and Merck. The
Seven keys to employee motivation	The Study For years, this question preyed on the mind of Jim Collins. Are there companies that defy gravity and convert long-term mediocrity or worse into long-term superiority? And if so, what are the universal distinguishing	Comparisons The research team contrasted the good-to-great companies with a
The high-performance formula that will catapult your career success		
The nine strategies of a Superstar leader		
How to create a high-performing team and exceed your goals		
And much more!		
<u>Employees First,</u>		
<u>Customers Second</u>		

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carefully selected set of comparison companies that failed to make the leap from good to great. What was different? Why did one set of companies become truly great performers while the other set remained only good? Over five years, the team analyzed the histories of all twenty-eight companies in the study. After sifting through mountains of data and thousands of pages of interviews, Collins and his crew discovered the key determinants of greatness -- why some companies make the leap and others don't. The Findings The findings of the Good to Great study will surprise many readers and shed light on virtually every area of management strategy and practice. The

findings include: Level 5 Leaders: The research team was shocked to discover the type of leadership required to achieve greatness. The Hedgehog Concept (Simplicity within the Three Circles): To go from good to great requires transcending the curse of competence. A Culture of Discipline: When you combine a culture of discipline with an ethic of entrepreneurship, you get the magical alchemy of great results. Technology Accelerators: Good-to-great companies think differently about the role of technology. The Flywheel and the Doom Loop: Those who launch radical change programs and wrenching restructurings will almost certainly fail to make the leap. “ Some

of the key concepts discerned in the study, ” comments Jim Collins, "fly in the face of our modern business culture and will, quite frankly, upset some people. ” Perhaps, but who can afford to ignore these findings? Customers for Life Cambridge University Press In the late 1980s, Harley-Davidson beat back an assault by Japanese competitors and engineered a remarkable financial turnaround. But it subsequently faced an even more formidable challenge: maintaining and improving on its success in the absence of an external crisis. To answer this challenge, then-CEO Rich Teerlink, partnering with organizational consultant Lee Ozley,

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threw out the top-down strategies that had just saved the company and began building a different Harley-one that would be driven not by top management, but by employees at every level. What happened next is the stuff of turnaround legend. More Than a Motorcycle is the story behind the story of the purposeful transformation of an American icon, as told by the two individuals most deeply involved in that decade-long process. The book chronicles the victories and setbacks along Harley's difficult journey from a traditional "command-and-control" culture to an open, participative learning environment. Teerlink and Ozley deliver three fundamental messages: people are a company's only sustainable competitive advantage; there is no "quick fix" to effect lasting, beneficial organizational change; and leadership is not a person, but a process to which everyone must contribute. They provide practical, reality-tested prescriptions for critical tasks like developing employee alignment, building structures that support participation, and implementing effective reward programs. Finally, they draw lessons from the Harley experience-lessons about values, trust, and community-that apply broadly to any business. An against-the-odds story of a business road less traveled, this book encourages today's leaders to look around the next bend-and to give every employee a view of the road from the driver's seat.

**Under New Management**  
**Harvard Business Review Press**  
 In an era of raging commoditization and eroding profit margins, survival depends on resilience: staying one step ahead of your customers. Sure, most companies say they're "customer-focused," but they don't deliver solutions to customers' thorniest problems. Why? Because they're stymied by the rigid "silos" they're organized around.

**In Reorganize for Resilience, Ranjay**

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Gulati reveals how resilient companies prosper both in good times and bad, driving growth and increasing profitability by immersing themselves in the lives of their customers. This book shows how resilient organizations cut through internal barriers that impede action, build bridges between warring divisions, and transform former competitors into collaborators. Based on more than a decade of research in a variety of industries, and filled with examples from companies including Cisco Systems, La Farge, Starbucks,

Best Buy, and Jones Lang LaSalle, Gulati explores the five levers of resilience:

- Coordination: Connect, eradicate, or restructure silos to enable swift responses.
- Cooperation: Foster a culture that aligns all employees around the shared goals of customer solutions.
- Clout: Redistribute power to "bridge builders" and customer champions.
- Capability: Develop employees' skills at tackling changing customer needs.
- Connection: Blend partners' offerings with yours to provide unique customer solutions.

The Wisdom of Bees Irwin

Professional Publishing

Are you considering starting an Employee Stock Ownership Plan (ESOP) or converting your company to an ESOP? Or maybe making the big leap to a 100% employee-owned company? If you want your company to perform at its absolute peak and you want the people who make that happen (you included) to receive the ultimate financial return—that of an owner—Create Amazing is your



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practical field guide to creating an amazing company and leaving a great legacy. There are more than 10,000,000 employee owners in America today. The results of employees owning a piece of the pie has been proven throughout American history, even before ESOPs became IRS law in 1974. Employees with even a small capital interest in their firms' successes are more likely to stay, have greater loyalty and pride, are willing to work hard, and make more suggestions for improvement.

Economic injustice caused by wealth disparity is quickly becoming the hottest debated topic in America especially in combination with the most regressive recession in America's history and the nation's hopeful new commitment to equalizing opportunities across all people. Employee ownership is not the only answer for economic justice but it can be a critical puzzle piece for tens of millions of Americans where the current inherent disadvantage of circumstance

stands in their way. Create Amazing demonstrates how ownership can provide the ultimate competitive advantage to a growing company—and the nation. The vast majority of what's been published about employee ownership comes from academe—compelling research from Rutgers, the feds, and several national ESOP associations. Create Amazing puts ESOPs feet-on-the-ground, written by Greg Graves, a CEO who has walked the talk. Graves operated

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one of the most successful ESOPs in American history. Graves shares: • The history of employee ownership in America and the principles of its purpose • Why employee ownership is a viable solution fiscally and futuristically • What an ESOP is, what it does, and what's happening in Washington, DC, to promote this model • How ESOPs work, and how they're structured legally, fiduciarily, and financially • A deep dive into the impact of ESOPs

on America and on employee owners personally If you're a business owner considering an ESOP start-up or transition to employee ownership, if you are a current employee owner who believes your firm can do more, or if you simply believe that our nation needs a shot of steroids to be both more productive and more just, this is the book that speaks from a real-world, executive-to-executive perspective about the process, the problems (and how to avoid them), and

the deliverables. Create Amazing explores how employee ownership—done the right way—sparks an ownership mindset among employees and can be a catalytic force for economic prosperity and corporate endurance. Gung Ho! Crown Currency If you 're aspiring to satisfy your customers, then you 're aspiring to mediocrity. That 's the fascinating premise of From Impressed to Obsessed, a book that will fundamentally change how you think about creating a successful, beloved business. Acclaimed

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customer experience expert Jon Picoult explains why building customer loyalty requires leaving indelible positive impressions on everyone you work with—not just shaping their experiences, but also shaping their memories. Picoult explores the cognitive science behind great customer experiences, pinpointing the breakthrough, psychology-based strategies that both industry leaders (like Apple, Disney, and Southwest Airlines) as well as fast-growing startups (like BILT and Framebridge) use to shape people's perceptions and sculpt unforgettable impressions—thereby turning more sales prospects into customers, and more customers into

obsessed brand ambassadors. Packed with intriguing case studies, engaging stories, and eye-opening research, the book details these proven principles and illustrates how they can be applied to almost any type of business or customer. Examples include cases that show how to:

- Create Peaks & Avoid Valleys—leverage the science of memory to etch positive impressions in people's minds, by creating greater experiential peaks and fewer experiential valleys.
- Give the Perception of Control—the almost magical power of giving customers a sense of agency, via choice and expectation-setting, causing them to feel better about the experience a business is

already delivering.

- Make It Effortless—make interactions easy for customers, not just from a physical perspective, but also a cognitive one, to satisfy today's demand for simplicity and convenience.
- Stir Emotion—harness the power of emotion as a memory cue, by infusing customer experiences with emotional resonance, highlighting positive feelings while stemming negative ones. No matter what kind of constituency you serve—customers or colleagues, individuals or institutions, employees or employment candidates—this book will help you do it with message is particularly relevant for managers, as he shows the

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parallels between how great companies cultivate engagement with customers, and how great leaders accomplish the same with their workforce. From Impressed to Obsessed reveals the what, the why, and—most importantly—the how behind great customer experiences. Filled with actionable insights, the book provides an invaluable roadmap for becoming the company that everyone wants to do business with, the employer everyone wants to work for, and the leader everyone wants to follow. Right Away & All at Once Shepard Presentations, LLC In many jobs people work their way up through a

hierarchy, an experience that prepares them for managing a team. In some professions, such as law, finance, accountancy, academia, engineering, education and healthcare, individuals may find themselves managing a team of equals. This book uses 50 simple lessons to show the reader in concise, pithy prose how to manage a team of equals with intelligence and diplomacy. Each lesson features a short introduction and example from the authors'

experience, showing you how skills can be acquired. These are then followed by 6-10 action points to implement immediately. Core leadership skills are reevaluated for the leader of a smart team. The book teaches you core skills such as decision making and delegating, but also soft skills such as delivering good and bad news to team members and how to realise more general aims such as building trust and growing your team. The authors also offer advice on how to look after yourself as a team

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leader, how to build resilience in tough situations, but also how to develop creativity and extend your skill base so that you are constantly learning. More Than a Motorcycle Macmillan A Wall Street Journal bestseller From the author of New Rules of Marketing & PR, a bold guide to converting customer passion into marketing power. How do some brands attract word-of-mouth buzz and radical devotion around products as everyday as car insurance, b2b software, and underwear? They embody the most powerful marketing force in the world: die-

hard fans. In this essential book, leading business growth strategist David Meerman Scott and fandom expert Reiko Scott explore the neuroscience of fandom and interview young entrepreneurs, veteran business owners, startup founders, nonprofits, and companies big and small to pinpoint which practices separate organizations that flourish from those stuck in stagnation. They lay out a road map for converting customers' ardor into buying power, pulling one-of-a-kind examples from a wide range of organizations, including: • MeUndies, the subscription company that's revolutionizing underwear • HeadCount, the

nonprofit that registers voters at music concerts • Grain Surfboards, the board-building studio that willingly reveals its trade secrets with customers • Hagerty, the classic-car insurance provider with over 600,000 premier club members • HubSpot, the software company that draws 25,000 attendees to its annual conference For anyone who seeks to harness the force of fandom to revolutionize his or her business, Fanocracy shows the way. Create Amazing Harvard Business Press What really sets the best managers above the rest? It's their power to build a cadre of employees who have great inner work

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lives—consistently positive emotions; strong motivation; and favorable perceptions of the organization, their work, and their colleagues. The worst managers undermine inner work life, often unwittingly. As Teresa Amabile and Steven Kramer explain in *The Progress Principle*, seemingly mundane workday events can make or break employees' inner work lives. But it's forward momentum in meaningful work—progress—that creates the best inner work lives. Through rigorous analysis of nearly 12,000 diary entries provided by 238 employees in 7 companies, the

authors explain how managers can foster progress and enhance inner work life every day. The book shows how to remove obstacles to progress, including meaningless tasks and toxic relationships. It also explains how to activate two forces that enable progress: (1) catalysts—events that directly facilitate project work, such as clear goals and autonomy—and (2) nourishers—interpersonal events that uplift workers, including encouragement and demonstrations of respect and collegiality. Brimming with honest examples from the companies

studied, *The Progress Principle* equips aspiring and seasoned leaders alike with the insights they need to maximize their people's performance. Good to Great BenBella Books In recent years, emerging markets have come to represent the largest share of global GDP and have made gains in economic development and political influence. In turn, emerging market companies have taken on a new level of importance in driving innovation, local development and global competition. Advancing an integrative view that

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captures the diversity of innovation among companies in emerging markets, this book highlights the rapid evolution of emerging markets from imitators to innovation leaders. Building upon research conducted by the Emerging Multinational Research Network (EMRN) in collaboration with several universities in North and South America, Europe and China, this rich and expansive collection includes studies of innovation in regions yet to receive focused analysis in the field. The authors also re-examine dominant theories of innovation and capability creation

based on a broad range of case studies and research insights. Offering a taxonomy of emerging market innovations, this collection reveals the unique drivers, types, and outcomes of innovation in emerging markets. Great Business Teams American Bar Association You need loyal customers, not just satisfied ones. Managing the Customer Experience: Turn Customers Into Advocates shows you how to manage your customer experience and reap the rewards. How to Lead Smart People HarperCollins 'It seemed to me that the bees were working

on the very same kinds of problems we are trying to solve. How can large, diverse groups work together harmoniously and productively? Perhaps we could take what the bees do so well and apply it to our institutions.' When Michael O'Malley first took up beekeeping he thought it would be a nice hobby to share with his son. But he noticed that bees not only work together to achieve a common goal but, in the process, create a remarkably productive organization, like a miniature but incredibly successful business. O'Malley also realized that bees can teach managers a lot, identifying 25 powerful insights such as: \*

Distribute authority: the queen bee delegates relentlessly and worker

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bees make daily decisions \* Keep it simple: bees exchange only relevant information \* Protect the future: when a lucrative vein of nectar is discovered, the entire colony doesn't rush off to mine it

Blending practical advice with interesting facts about the hive, *The Wisdom of Bees* is a useful and entertaining guide for any manager looking to get the most out of his or her organization. **Employees First, Customers Second** Rosetta Books

Do you have an employee whose performance keeps deteriorating—despite your close monitoring? Brace yourself: You may be at fault—by unknowingly

triggering the set-up-and Jean-Louis to-fail syndrome. Perhaps things started off swimmingly. But then something--a missed deadline, a lost client—made you question the person's performance. You began micromanaging him. Suspecting your reduced confidence, he started doubting himself—and stopped giving his best. You viewed his new behavior as additional proof of mediocrity, and tightened the screws further. In *The Set-Up-to-Fail Syndrome*, Jean-Francois Manzoni

Barsoux show how this insidious cycle hurts everyone: employees stop volunteering ideas, preventing your organization from getting the most from them; you lose energy to attend to other activities; and your reputation suffers as other employees deem you unfair. Team spirit wilts as targeted performers are alienated. But the set-up-to-fail syndrome doesn't have to happen. The authors provide preventive measures, such as loosening the reins as new employees master their jobs. If



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the syndrome has already erupted, Manzoni and Barsoux explain how to discuss the dynamic with your employee and reverse the cycle. Reorganize for Resilience Harvard Business Press Research Shows Organizations That Focus on Employee Experience Far Outperform Those That Don't Recently a new type of organization has emerged, one that focuses on employee experiences as a way to drive innovation, increase customer satisfaction, find and hire the best people, make work more engaging, and improve overall

performance. The Employee Experience Advantage is the first book of its kind to tackle this emerging topic that is becoming the #1 priority for business leaders around the world. Although everyone talks about employee experience nobody has really been able to explain concretely what it is and how to go about designing for it...until now. How can organizations truly create a place where employees want to show up to work versus need to show up to work? For decades the business world has focused on measuring employee engagement meanwhile global

engagement scores remain at an all time low despite all the surveys and institutes that been springing up tackle this problem. Clearly something is not working. Employee engagement has become the short-term adrenaline shot that organizations turn to when they need to increase their engagement scores. Instead, we have to focus on designing employee experiences which is the long term organizational design that leads to engaged employees. This is the only long-term solution. Organizations have been stuck focusing on the cause instead of the effect. The

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cause is employee experience; the effect is an engaged workforce. Backed by an extensive research project that looked at over 150 studies and articles, featured extensive interviews with over 150 executives, and analyzed over 250 global organizations, this book clearly breaks down the three environments that make up every single employee experience at every organization around the world and how to design for them. These are the cultural, technological, and physical environments. This book explores the attributes that organizations need to	focus on in each one of these environments to create COOL spaces, ACE technology, and a CELEBRATED culture. Featuring exclusive case studies, unique frameworks, and never before seen research, The Employee Experience Advantage guides readers on a journey of creating a place where people actually want to show up to work. Readers will learn: The trends shaping employee experience How to evaluate their own employee experience using the Employee Experience Score What the world's leading organizations	are doing around employee experience How to design for technology, culture, and physical spaces The role people analytics place in employee experience Frameworks for how to actually create employee experiences The role of the gig economy The future of employee experience Nine types of organizations that focus on employee experience And much more! There is no question that engaged employees perform better, aspire higher, and achieve more, but you can't create employee engagement without designing employee experiences first. It's time to rethink your
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strategy and implement a real-world framework that focuses on how to create an organization where people want to show up to work. The Employee Experience Advantage shows you how to do just that.

The Fourth Industrial Revolution Rant and

Rave Company, Incorporated

Are your employees like a synchronized "V" of geese in flight-sharing goals and taking turns leading? Or are they more like a herd of buffalo-blindly following you and standing around awaiting instructions? If they're like buffalo, their passivity and lack of initiative could doom your company.

In *How I Learned to Let My Workers Lead*, you'll discover how to transform buffalo into geese-by reshaping organizational systems and redefining employees' expectations about what it takes to succeed. Since 1922, Harvard Business Review has been a leading source of breakthrough ideas in management practice. The Harvard Business Review Classics series now offers you the opportunity to make these seminal pieces a part of your permanent management library. Each highly readable volume contains a groundbreaking idea that continues to shape best practices and inspire countless managers around the world. *Employees First, Customers Second*

Harper Collins

\* Our summary is short, simple and pragmatic. It allows you to have the essential ideas of a big book in less than 30 minutes. By reading this summary, you will discover how, thanks to the process he invented - EFCS ("Employees First, Customers Second") or "Employees First, Customers Second" - Vineet Nayar has taken his HCLT company from a company in decline to a model of success. You will also discover that : the process of change begins by accepting to face up to the failures of your company; change starts by creating a climate of trust; trust is generated by transparency in the company, i.e. the circulation of key

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information, so that everyone can take ownership of their development issues; the inversion of the structural pyramid, by putting functional positions at the service of value creators and not the other way round, leads to a change in mentality in the company; the CEO must not take responsibility for change alone, but must transfer it to all his employees, who create value; simple actions, called catalysts, can bring about major changes and lead to relevant questioning. Vineet Nayar questioned everything after hearing an anecdote from a racing driver. When the brakes fail, the best solution is neither to slow down nor to try to brake by all means, but to accelerate to

overtake all his competitors and then to advise on how to proceed. He was in a similar situation: HCLT, the company he ran, was no longer keeping pace with its competitors. He had to make the decision to push for this change. It is this change and the way it was made that he describes in his book. \*Buy now the summary of this book for the modest price of a cup of coffee!