

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

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Comprehending as capably as conformity even more than extra will meet the expense of each success. next-door to, the pronouncement as without difficulty as acuteness of this Employees First Customers Second Turning Conventional Management Upside Down Vineet Nayar can be taken as capably as picked to act.



Customers for Life Harvard Business Press

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 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 distinction. Picoult’s message is particularly relevant for managers, as he shows the 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.

Chief Customer Officer Rosetta Books

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 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 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 Goal Penguin

Over the past few decades, there’s been an exponential rise in the number of books and studies on leadership and what we need to do to ensure organizational success in today’s increasingly complex and interconnected global market. And yet, year after year, we continue to see research that shows employee engagement and morale levels plateauing on the low end of the scale. Why is this? Why are we unable to move the needle and create the kind of working conditions that not only allow our employees to succeed, but thrive under our leadership? What these findings reveal is that leaders often can’t see the gap that exists between what they want their leadership to represent and how others actually experience their leadership. Many of us are experiencing a common perceptual problem where our brain sends us false signals assuring us that everything is okay when it is not. We call this phenomenon Leadership Vertigo. Leadership Vertigo: Why Even the Best Leaders Go Off Course and How They Can Get Back On Track will help you to understand how you can counter these bouts of self-deception by employing four Leadership Landmarks—Community, Competence, Credibility, and Compassion—to get your team back on course.

Introduction to Business Sound Wisdom

"The first book on capturing and using customer stories to grow your business or cause. Introduces a proven process for leveraging your current successes into new sales. Learn success-story marketing best practices from author Casey Hibbard, leading expert on creating and managing customer stories, with insight from organizations such as Sage Software, SAP, Toyota, Kronos, Amdocs, Make-A-Wish Foundation, and dozens of other businesses, independent consultants, and nonprofits"--Page 4 of cover

The Cult of the Customer Harvard Business Review Press

The Model Rules of Professional Conduct provides an up-to-date resource for information on legal ethics. Federal, state and local courts in all jurisdictions look to the Rules for guidance in solving lawyer malpractice cases, disciplinary actions, disqualification issues, sanctions questions and much more. In this volume, black-letter Rules of Professional Conduct are followed by numbered Comments that explain each Rule’s purpose and provide suggestions for its practical application. The Rules will help you identify proper conduct in a variety of given situations, review those instances where discretionary action is possible, and define the nature of the relationship between you and your clients, colleagues and the courts.

On Fire at Work Cambridge University Press

"Product-Led Growth is about helping your customers experience the ongoing value your product provides. It is a critical step in successful product design and this book shows you how it's done." - Nir Eyal, Wall Street Journal Bestselling Author of "Hooked"

The Progress Principle John Wiley & Sons

One small idea can ignite a revolution just as a single matchstick can start a fire. One such idea, putting employees first and customers second, sparked a revolution at HCL Technologies, the IT services giant. In this candid and personal account, Vineet Nayar, HCLT's celebrated CEO, recounts how he defied the conventional wisdom that companies must put customers first, then turned the hierarchical pyramid upside down by making management accountable to the employees, and not the other way around. By doing so, Nayar fired the imagination of both employees and customers and set HCLT on a journey of

transformation that has made it one of the fastest-growing and profitable global IT services companies and, according to BusinessWeek, one of the twenty most influential companies in the world. Chapter by chapter, Nayar recounts the exciting journey of how he and his team implemented the employee first philosophy by: creating a sense of urgency by enabling the employees to see the truth of the company's current state as well as feel the "romance" of its possible future state; creating a culture of trust by pushing the envelope of transparency in communication and information sharing; inverting the organizational hierarchy by making the management and the enabling functions accountable to the employee in the value zone; unlocking the potential of the employees by fostering an entrepreneurial mind-set, decentralizing decision making, and transferring the ownership of "change" to the employee in the value zone. Refreshingly honest and practical, this book offers valuable insights for managers seeking to realize their aspirations to grow faster and become self-propelled engines of change.

Gung Ho! Harper Collins

How to develop an all-star staff, even if you don ’ t know the first thing about managing “ Your employees are, like you and me, flawed and hopeful human beings whose success is at least partly dependent on your skill as a manager, human beings who will thrive with skillful and consistent attention and wither without it. ” Erika Andersen has helped some of the best-managed companies in the world develop their employees. Now she explains how to stay ahead of the competition by investing in your people. You ’ ll discover that:

- Listening is your most powerful asset. Use it to motivate and build commitment.
- Everything you know about interviewing is wrong. Discover what you really need in a potential employee.
- Successful companies hire for keeps. Get people feeling like part of the team from day one. Whether you ’ re a first-time manager or a senior executive, Andersen will help you create a dynamic workplace, where the efforts you make today will blossom into success for years to come.

Never Lose a Customer Again Crown Currency

The remarkable story of Sumner Redstone, his family legacy, and the battles for all he controlled. Sumner Murray Redstone (1923 – 2020), who lived by the credo "content is king," leveraged his father ’ s chain of drive-in movie theaters into one of the world ’ s greatest media empires through a series of audacious takeovers designed to ensure his permanent control. Over the course of this meteoric rise, he made his share of enemies and feuded with nearly every member of his family. In The King of Content, Keach Hagey deconstructs Redstone ’ s rise from Boston ’ s West End through Harvard Law School to the highest echelons of American business. The ninety-seven-year-old mogul ’ s life became a tabloid soap opera, the center of acrimonious legal battles throughout his vast holdings, which included Paramount Pictures and two of the largest public media companies, Viacom and CBS. At the heart of these lawsuits was Redstone ’ s tumultuous love life and complicated relationship with his children. Redstone ’ s daughter, Shari, has emerged as his de facto successor, but only after she ousted his closest confidant in a fierce power struggle. Yet Redstone ’ s assets face an existential threat that goes beyond his family, disgruntled ex-girlfriends, or even the management of his companies: the changing nature of media consumption. As more and more people cut their cable cords, CBS, with its focus on sports and broadcast TV, has held steady, while Viacom, with its once-great cable channels like MTV and Nickelodeon, has suffered a precipitous fall. As their rivals merge, the question is whether Shari ’ s push to undo her father ’ s last big strategic maneuver and recombine CBS and Viacom will be enough to shore up their future. A biography and corporate whodunit filled with surprising details, The King of Content investigates Redstone ’ s impact on business and popular culture, as well as the family feuds, corporate battles, and questionable alliances that go back decades—all laid bare in this authoritative book.

Growing Great Employees Harper Collins

The book is written for CEO’s, business owners and managers that want to improve the experience they are providing to their customers. Five principles of customer service are illuminated with insightful interviews with CEO’s, business owners and employees that consistently demonstrate good customer service. We share illustrations depicting real customer service situations, both good and bad, that bring levity to a serious subject. We also show the financial value of implementing our principles by providing the impact to four business drivers and sharing the harsh reality of data on the sad state of customer service.

Leadership Vertigo Abrams

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 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. Model Rules of Professional Conduct American Bar Association 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-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 and Jean-Louis 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 the syndrome has already erupted, Manzoni and Barsoux explain how to discuss the dynamic with your employee and reverse the cycle.

Setting the Table McGraw Hill Professional

\* 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 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!

How I Learned to Let My Workers Lead Ballantine Books

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.

Good to Great Harvard Business Press

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 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 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.

Create Amazing John Wiley & Sons

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 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.

Moments of Magic Crown

Ken Blanchard and Sheldon Bowles, co-authors of the New York Times business bestseller Raving Fans, are back with Gung Ho! Here is an invaluable management tool that outlines foolproof ways to increase productivity by fostering excellent morale in the workplace. It is a must-read for everyone who wants to stay on top in today's ultra-competitive business world. Raving Fans taught managers how to turn customers into full-fledged fans. Now, Gung Ho! brings the same magic to employees. Through the inspirational story of business leaders Peggy Sinclair and Andy Longclaw, Blanchard and Bowles reveal the secret of Gung Ho--a revolutionary technique to boost enthusiasm and performance and usher in astonishing results for any organization. The three principles of Gung Ho are: The Spirit of the Squirrel The Way of the Beaver The Gift of the Goose These three cornerstones of Gung Ho are surprisingly simple and yet amazingly powerful. Whether your organization consists of one or is listed in the Fortune 500, this book ensures Gung Ho employees committed to success. Gung Ho! also includes a clear game plan with a step-by-step outline for instituting these groundbreaking ideas. Destined to become a classic, Gung Ho! is a rare and wonderful business book that is packed with invaluable information as well as a compelling, page-turning story. Management legend Ken Blanchard and master entrepreneur Sheldon Bowles are back with Gung Ho!, revealing a surefire way to boost employee enthusiasm, productivity, and performance and usher in astonishing results for any organization. Raving Fans brilliantly schooled managers on how to turn customers into raving fans. Gung Ho! now brings the same magic to employees. Here is the story of how two managers saved a failing company and turned in record profits with record productivity. The three core ideas of Gung Ho! are surprisingly simple: worthwhile work guided by goals and values; putting workers in control of their production; and cheering one another on. Their principles are so powerful that business leaders, reviewing the manuscript for Ken and Sheldon, have written to say, "Sorry. Ignored instructions. Have photocopied for everyone. I promise to buy books, but can't wait. We need now!" Like Raving Fans, Gung Ho! delivers.

Managing the Customer Experience Harvard Business Press

On Fire at Work flies in the face of other books on workplace culture by showing that employee engagement isn ’ t the ultimate

goal—it is merely the starting point. Renowned leadership expert Eric Chester has gone straight to the source—top-tier leaders of the world ’ s best places to work to uncover their best practice strategies for getting employees to work harder, perform better, and stay longer. On Fire at Work features examples and original stories from exclusive personal interviews with over 25 founders/CEOs/presidents of companies like Marriott, Siemens, BB&T Bank, Wegmans, 7-Eleven, Hormel, Canadian WestJet, Ben & Jerry ’ s, and The Container Store, along with smaller companies like Firehouse Subs, the Nerdery, and Build-A-Bear. The guiding principle is that any organization in any industry—from Fortune 500 firms to mom-and-pop shops—can learn how to bring out the very best in their employees. The book ’ s content-rich research and conversational case study-based narrative make it a timely, actionable go-to reference on employee performance and productivity for C-level execs, corporate and government managers, HR professionals, and small business owners. On Fire at Work is a practical field guide that any organization can implement to build, not an engaged workforce, but a workforce that is on fire! The Amazement Revolution Shortcut Edition

From the creator of the popular website Ask a Manager and New York ’ s work-advice columnist comes a witty, practical guide to 200 difficult professional conversations—featuring all-new advice! There ’ s a reason Alison Green has been called “ the Dear Abby of the work world. ” Ten years as a workplace-advice columnist have taught her that people avoid awkward conversations in the office because they simply don ’ t know what to say. Thankfully, Green does—and in this incredibly helpful book, she tackles the tough discussions you may need to have during your career. You ’ ll learn what to say when • coworkers push their work on you—then take credit for it • you accidentally trash-talk someone in an email then hit “ reply all ” • you ’ re being micromanaged—or not being managed at all • you catch a colleague in a lie • your boss seems unhappy with your work • your cubemate ’ s loud speakerphone is making you homicidal • you got drunk at the holiday party Praise for Ask a Manager “ A must-read for anyone who works . . . [Alison Green ’ s] advice boils down to the idea that you should be professional (even when others are not) and that communicating in a straightforward manner with candor and kindness will get you far, no matter where you work. ” —Booklist (starred review) “ The author ’ s friendly, warm, no-nonsense writing is a pleasure to read, and her advice can be widely applied to relationships in all areas of readers ’ lives. Ideal for anyone new to the job market or new to management, or anyone hoping to improve their work experience. ” —Library Journal (starred review) “ I am a huge fan of Alison Green ’ s Ask a Manager column. This book is even better. It teaches us how to deal with many of the most vexing big and little problems in our workplaces—and to do so with grace, confidence, and a sense of humor. ” —Robert Sutton, Stanford professor and author of The No Asshole Rule and The Asshole Survival Guide “ Ask a Manager is the ultimate playbook for navigating the traditional workforce in a diplomatic but firm way. ” —Erin Lowry, author of Broke Millennial: Stop Scraping By and Get Your Financial Life Together What the CEO Wants You to Know HarperCollins What is the amazement revolution? It is the culture that can drive any organisation -- from one employee to tens of thousands -- to focus completely on delivering an amazing customer-service experience. In this sequel to the Wall Street Journal best-selling book "The Cult of the Customer", Shep Hyken shares seven powerful strategies that any organisation can implement to create greater customer and employee loyalty. In a tough, competitive, and price-sensitive economy, customer service is one of the most essential tools to separate your business from the competition. These strategies work, as evidenced by the more than seventy case studies and examples that Hyken shares throughout the book. These examples provide dozens of lessons that can and should be implemented immediately. Corporate and industry clients from all over the world have tapped into the expertise of Shep Hyken. His client list is a who's who in the business world. As an author and speaker, Hyken is known for his simple and direct strategies that help his clients build successful, customer-focused organisations.