

---

# Who Says Elephants Cant Dance Inside Ibms Historic Turnaround Louis V Gerstner Jr

Yeah, reviewing a ebook **Who Says Elephants Cant Dance Inside Ibms Historic Turnaround Louis V Gerstner Jr** could increase your close friends listings. This is just one of the solutions for you to be successful. As understood, ability does not suggest that you have fantastic points.

Comprehending as well as understanding even more than extra will present each success. neighboring to, the declaration as competently as keenness of this **Who Says Elephants Cant Dance Inside Ibms Historic Turnaround Louis V Gerstner Jr** can be taken as with ease as picked to act.



## **Who Says Elephants Can't Dance?** Tata McGraw-Hill Education

In an anticipated book on business management for our time, Jack Welch surveys the landscape of his career running General Electric, one of the world's largest and most successful corporations. Here he reveals his philosophy and management style.

[Who Says Elephants Can't Dance](#) MIT Press

The first complete look at one of America's legendary business

leaders This groundbreaking biography by Kevin Maney, acclaimed technology columnist for USA Today, offers fresh insight and new information on one of the twentieth century's greatest business figures. Over the course of forty-two years, Thomas J. Watson took a failing business called The Computer-Tabulating-Recording Company and transformed it into IBM, the world's first and most famous high-tech company. The Maverick and His Machine is the first modern biography of this business titan. Maney secured exclusive access to hundreds of boxes of Watson's long-forgotten papers, and he has produced the only complete picture of Watson the man and Watson the legendary business leader. These uncovered documents reveal new information about how Watson bet the company in the 1920s on tabulating machines-the forerunners to computers-and how he daringly beat the Great Depression of the 1930s. The documents also lead to new insights concerning the controversy that has followed Watson: his supposed collusion with Adolf Hitler's Nazi regime. Maney paints a vivid portrait of Watson, uncovers his motivations, and offers needed context on his mammoth role in the course of modern business history. Jim Collins, author of the bestsellers *Good to Great* and *Built to Last*, writes in the Foreword to Maney's book: "Leaders like Watson

---

are like forces of nature-almost terrifying in their release of energy and unpredictable volatility, but underneath they still adhere to certain patterns and principles. The patterns and principles might be hard to see amidst the melee, but they are there nonetheless. It takes a gifted person of insight to highlight those patterns, and that is exactly what Kevin Maney does in this book." The Maverick and His Machine also includes never-before-published photos of Watson from IBM's archives, showing Watson in greater detail than any book ever has before. Essential reading for every businessperson, tech junkie, and IBM follower, the book is also full of the kind of personal detail and reconstructed events that make it a page-turning story for general readers. The Maverick and the Machine is poised to be one of the most important business biographies in years. Kevin Maney is a nationally syndicated, award-winning technology columnist at USA Today, where he has been since 1985. He is a cover story writer whose story about IBM's bet-the-company move gained him national recognition. He was voted best technology columnist by the business journalism publication TJFR. Marketing Computers magazine has four times named him one of the most influential technology columnists. He is the author of Wiley's MEGAMEDIA SHAKEOUT: The Inside Story of the Leaders and the Losers in the Exploding Communications Industry, which was a Business Week Bestseller. Residence: Clifton, VA . "Watson was clearly a genius with a thousand helpers, yet he managed to build an institution that could transcend the genius."-from the Foreword by Jim Collins "Like all great biographers, Kevin Maney gives us an engaging story . . .his fascinating and definitive book about IBM's founder is replete with amazing revelations and character lessons that resonate today."-Rosabeth Moss Kanter, Harvard Business School, bestselling author of Evolve! and When Giants Learn to Dance

Streetlights and Shadows Simon and Schuster

The empowering story of little elephant Num-Num, who discovers the

importance of simply being YOU! From the creators of international bestseller and much-loved classic Giraffes Can't Dance. Now in a sturdy board book format - perfect for the even the littlest hands. It's time for the Elephant Games! One by one, the young elephants compete to impress King Elephant Mighty and earn their Elephant Name. Nina is the strongest, so she becomes Elephant Strong. Norcus is the loudest, so he becomes Elephant Noisy. Little Elephant Num-Num thinks he will never discover his own special talent - until he learns that the very best thing you can be is YOU! Giraffes Can't Dance has been a much-loved family favourite for over 20 years, and has sold over 6 million copies worldwide.

Play Nice But Win Nerdtv, LLC

In 1990, IBM had its most profitable year ever. By 1993, the computer industry had changed so rapidly the company was on its way to losing \$16 billion and IBM was on a watch list for extinction -- victimized by its own lumbering size, an insular corporate culture, and the PC era IBM had itself helped invent. Then Lou Gerstner was brought in to run IBM. Almost everyone watching the rapid demise of this American icon presumed Gerstner had joined IBM to preside over its continued dissolution into a confederation of autonomous business units. This strategy, well underway when he arrived, would have effectively eliminated the corporation that had invented many of the industry's most important technologies. Instead, Gerstner took hold of the company and demanded the managers work together to re-establish IBM's mission as a customer-focused provider of computing solutions. Moving ahead of his critics, Gerstner made the hold decision to keep the company together, slash prices on his core product to keep the company competitive, and almost defiantly announced, "The last thing IBM needs right

---

now is a vision." *Who Says Elephants Can't Dance?* tells the story of IBM's competitive and cultural transformation. In his own words, Gerstner offers a blow-by-blow account of his arrival at the company and his campaign to rebuild the leadership team and give the workforce a renewed sense of purpose. In the process, Gerstner defined a strategy for the computing giant and remade the ossified culture bred by the company's own success. The first-hand story of an extraordinary turnaround, a unique case study in managing a crisis, and a thoughtful reflection on the computer industry and the principles of leadership, *Who Says Elephants Can't Dance?* sums up Lou Gerstner's historic business achievement. Taking readers deep into the world of IBM's CEO, Gerstner recounts the high-level meetings and explains the pressure-filled, no-turning-back decisions that had to be made. He also offers his hard-won conclusions about the essence of what makes a great company run. In the history of modern business, many companies have gone from being industry leaders to the verge of extinction. Through the heroic efforts of a new management team, some of those companies have even succeeded in resuscitating themselves and living on in the shadow of their former stature. But only one company has been at the pinnacle of an industry, fallen to near collapse, and then, beyond anyone's expectations, returned to set the agenda. That company is IBM.

#### The Decline and Fall of IBM Currency

Shameless exploitation has never been more fun nor done more good for more people than when done by Newman's Own—the first green food company to use all-natural ingredients, and still the most successful. It was 1982 when Paul Newman and A. E. Hotchner made their foray into local gourmet shops with bottles of their homemade salad dressing.

The venture was intended to be a lark, a way to poke fun at the traditional way the market operates. Hurdling obstacle after obstacle, they created the first company to mass-market all-natural products, eliminating the chemicals, gums, and preservatives that existed in food at the time. This picaresque saga is the inspiring story of how the two friends parlayed the joke into a multimillion-dollar company that gives all its profits to the less fortunate without spending money on galas, mailings, and other expensive outreaches. It also serves as a textbook for foundations and charitable organizations looking to do the most good they can with what they have. Told in alternating voices, Newman and Hotchner have written a zany tale that is a business model for entrepreneurs, an inspirational book, and just plain delightful reading.

#### Change the Way You Think about Change *Who Says Elephants Can't Dance?* Leading a Great Enterprise through Dramatic Change

In this #1 New York Times bestseller, the CEO of Starbucks recounts the story and leadership lessons behind the global coffee company's comeback and continued success. In 2008, Howard Schultz decided to return as the CEO of Starbucks to help restore its financial health and bring the company back to its core values. In *Onward*, he shares this remarkable story, revealing how, during one of the most tumultuous economic periods in American history, Starbucks again achieved profitability and sustainability without sacrificing humanity. Offering you a snapshot of the recession that left no company unscathed, the book shows in riveting detail how one

---

company struggled and recreated itself in the midst of it all. In addition, you ' ll get an inside look into Schultz's central leadership philosophy: It's not about winning, it ' s about the right way to win. Onward is a compelling, candid narrative documenting the maturing of a brand as well as a businessman. Ultimately, Schultz gives you a sense of hope that, no matter how tough times get, the future can be more successful than the past.

#### IBM Redux Barefoot Books

Jack Welch built GE into the most successful American corporation of the late 20th century. He accomplished this by focusing on quality, insisting on innovation, and forging a series of innovative business strategies that transformed GE from an overly bureaucratic, slow moving, and self-satisfied dinosaur into a lean, agile competitor. Like Jack Welch himself, *Get Better or Get Beaten*, 2nd Edition, continues to carve its own path and call its own shots. Updated to reflect the realities of today's 24/7/365 global e-economy, this classic management manifesto gets in your face and tells you what you need to know. For virtually every business situation, it answers one overriding question-- What would Welch do? --with clarity, purpose, and a singular focus on achieving bottom-line results. Small enough to fit in your coat pocket, yet bursting with Welch's leadership secrets on every page, it paints a compelling picture of how to teach employees--and yourself--to accept nothing but the best. Look inside to discover: Strategies Welch used to pull off the largest acquisition in GE's history--the stunning \$48-billion purchase of Honeywell How Welch is using e-communication to energize and revitalize every corner of GE--from the mailroom to the

boardroom The inside story on Six Sigma--Welch's sweeping quality initiative that is the foundation of GE's success Jack Welch is a no-nonsense leader and has acknowledged that, when preparing for a speech, he has frequently peeked into *Get Better or Get Beaten*. Hard-hitting and honest, it is today's most entertaining and enlightening book on climbing to the top of today's corporate ladder--and doing what it takes to stay there.

*The Discipline of Getting Things Done* Harper Collins  
*The Undiscovered Consumer . . . and the Mistake of Universal Excellence* What do customers really want? And how can companies best serve them? Fred Crawford and Ryan Mathews set off on what they describe as an "expedition into the commercial wilderness" to find the answers. What they discovered was a new consumer -- one whom very few companies understand, much less manufacture products for or sell products or services to. These consumers are desperately searching for values, a scarce resource in our rapidly changing and challenging world. And increasingly they are turning to business to reaffirm these values. As one consumer put it: "I can find value everywhere but can't find values anywhere." Crawford and Mathews's initial inquiries eventually grew into a major research study involving more than 10,000 consumers, interviews with executives from scores of leading companies around the world, and dozens of international client engagements. Their conclusion:

---

Most companies priding themselves on how well they "know" their customers aren't really listening to them at all. Consumers are fed up with all the fuss about "world-class performance" and "excellence." What they are aggressively demanding is recognition, respect, trust, fairness, and honesty. Believing that they are still in a position to dictate the terms of commercial engagement, businesses have bought into the myth of excellence -- the clearly false and destructive theory that a company ought to be great at everything it does, that is, all the components of every commercial transaction: price, product, access, experience, and service. This is always a mistake because "the predictable outcome [is] that the company ends up world-class at nothing; not well-differentiated and therefore not thought of by consumers at the moment of need." Instead, Crawford and Mathews suggest that companies engage in Consumer Relevancy, a strategy of dominating in one element of a transaction, differentiating on a second, and being at industry par (i.e., average) on the remaining three. It's not necessary for businesses to equally invest time and money on all five attributes, and their customers don't want them to. Imagine the confusion if Tiffany & Co. started offering deep discounts on diamonds and McDonald's began selling free-range chicken and tofu. The Myth of Excellence provides a blueprint for companies seeking to offer

values-based products and services and shows how to realize the commercial opportunities that exist just beyond their current grasp -- opportunities to reduce operating costs, boost bottom-line profitability, and, most important, begin to engage in a meaningful dialogue with customers.

Why Great Companies Never Try to Be the Best at Everything Picador

Who Says Elephants Can't Dance? Leading a Great Enterprise through Dramatic Change Harper Collins

Who Says Elephants Can't Dance? Zondervan

The author takes readers through his experiences at IBM - from the high-powered recruiting pressure to take the Chairman's position, to his first days on the job learning the strengths and weaknesses of IBM, to formulating and successfully implementing a turnaround strategy.

Review and Analysis of Gerstner's Book Harper Collins

A portrait of the architect of IBM's remarkable comeback shares the secret of his successful rejuvenation of a crippled giant in the 1980s into a player in the information services industry. Reprint.

Principles of War HarperCollins UK

In 1990, IBM had its most profitable year ever. By 1993, the computer industry had changed so rapidly the company was on its way to losing \$16 billion and IBM was on a watch list for extinction -- victimized by its own lumbering size, an insular corporate culture, and the PC era IBM had itself helped invent. Then Lou Gerstner was brought in to run IBM. Almost everyone watching the rapid demise of this American icon presumed Gerstner

---

had joined IBM to preside over its continued dissolution into a confederation of autonomous business units. This strategy, well underway when he arrived, would have effectively eliminated the corporation that had invented many of the industry's most important technologies. Instead, Gerstner took hold of the company and demanded the managers work together to re-establish IBM's mission as a customer-focused provider of computing solutions. Moving ahead of his critics, Gerstner made the hold decision to keep the company together, slash prices on his core product to keep the company competitive, and almost defiantly announced, "The last thing IBM needs right now is a vision." *Who Says Elephants Can't Dance?* tells the story of IBM's competitive and cultural transformation. In his own words, Gerstner offers a blow-by-blow account of his arrival at the company and his campaign to rebuild the leadership team and give the workforce a renewed sense of purpose. In the process, Gerstner defined a strategy for the computing giant and remade the ossified culture bred by the company's own success. The first-hand story of an extraordinary turnaround, a unique case study in managing a crisis, and a thoughtful reflection on the computer industry and the principles of leadership, *Who Says Elephants Can't Dance?* sums up Lou Gerstner's historic business achievement. Taking readers deep into the world of IBM's CEO, Gerstner recounts the high-level meetings and explains the pressure-filled, no-turning-back decisions that had to be made. He also offers his hard-won conclusions about the essence of what makes a great company run. In the history of modern business, many

companies have gone from being industry leaders to the verge of extinction. Through the heroic efforts of a new management team, some of those companies have even succeeded in resuscitating themselves and living on in the shadow of their former stature. But only one company has been at the pinnacle of an industry, fallen to near collapse, and then, beyond anyone's expectations, returned to set the agenda. That company is IBM. Lou Gerstner, Jr., served as chairman and chief executive officer of IBM from April 1993 to March 2002, when he retired as CEO. He remained chairman of the board through the end of 2002. Before joining IBM, Mr. Gerstner served for four years as chairman and CEO of RJR Nabisco, Inc. This was preceded by an eleven-year career at the American Express Company, where he was president of the parent company and chairman and CEO of its largest subsidiary. Prior to that, Mr. Gerstner was a director of the management consulting firm of McKinsey & Co., Inc. He received a bachelor's degree in engineering from Dartmouth College and an MBA from Harvard Business School.

*Elephants Can't Jump!* Harper Collins

In this eloquent first-person account of a family drama that changed the face of American business, the man who transformed IBM into the world's largest computer company reflects on his lifelong partnership with his father--and how their management style and shared dedication to excellence united to create a unique corporate culture that became the blueprint for the entire technology boom. In the course of sixty years Thomas J.

---

Watson Sr. and his son, Thomas J. Watson Jr., together built the international colossus that is IBM. This is their story: a riveting and revealing account of two men who loved each other--and fought each other--with a terrible fierceness. But along with the story of a father and son, this is IBM's story too. It chronicles the management insights that shaped its course and its unique corporate culture, the style that made Thomas Watson Sr. one of America's most charismatic bosses, and the daring decisions by Thomas Watson Jr. that transformed IBM into the world's largest computing company. One of the greatest business-success stories of all time, *Father, Son & Co.* is a moving lesson for fathers who dream for their children, as well as a testament to American ingenuity and values, told in a disarmingly frank and eloquent voice. Promising to remain an important business reference as we move into the next century, *FATHER, SON & CO.* takes a look at the management insight that helped to shape IBM's course and unique corporate culture. It looks at Watson, Sr., one of America's most charismatic bosses, and Watson, Jr., who spurred IBM into the computer age. Ten years after its original publication, *FATHER, SON & CO.* remains a uniquely honest book. Watson's willingness to write about the loving but ferociously combative relationship he had with his father and the turbulent battles behind some of IBM's most far-reaching decisions gives readers rare insights into the realities of leadership. -- >

Elephant Me Harper Collins

Many IBMers see Louis V. Gerstner as the savior of their

company--indeed, Gerstner sees himself that way. *Who Says Elephants Can't Dance?* expresses this perspective quite well. What Gerstner never realized is that much of his success came from accidentally tapping into an eighty-year-old culture that he never understood. IBM's founders, the Watsons, created this culture in the 1910s, and then codified it in the 1950s with the creation of three Basic Beliefs: Respect, Service and Excellence. But today's IBM has lost its culture, its constitution and its way. Surely a century-old corporation is more than its founding words; but great leaders do not seek to abolish a people's constitution, rather they seek a return to its original intent. This book captures how that change occurred--a view from beneath the dancing elephant.

Father, Son & Co. NAL

The *Lenovo Way to Profitability and Growth* In 2005, the Chinese corporation Lenovo acquired what was seen as a sacred American icon--IBM's personal computer business. It has since grown to become the world's biggest PC company and is now rapidly growing in the global mobile space. The *Lenovo Way* reveals practical methods for managing a truly diverse workforce operating around the world, drawn from both China and the United States. Gina Qiao is Senior Vice President of HR at Lenovo. Yolanda Conyers is Vice President of HR Operations and Chief Diversity Officer at Lenovo.

Leadership Sphere

DIVThe most cited, most controversial, and most modern book on warfare. The author examines moral and psychological aspects of war: courage, audacity, self-sacrifice, the importance of morale and public opinion, more. /div

Elephant Dance Business Plus

---

Who Says Elephants Can't Dance? sums up Lou Gerstner's historic business achievement, bringing IBM back from the brink of insolvency to lead the computer business once again. Offering a unique case study drawn from decades of experience at some of America's top companies -- McKinsey, American Express, RJR Nabisco -- Gerstner's insights into management and leadership are applicable to any business, at any level. Ranging from strategy to public relations, from finance to organization, Gerstner reveals the lessons of a lifetime running highly successful companies.

#### How Companies Prosper When They Create Widespread Empathy Primento

The minutes and hours following 11th September terror attacks on the World Trade Center posed the greatest challenge to governance in New York City's history. Mayor Rudolph Giuliani had barely escaped with his life in the collapse of the first tower. Fires burned furiously near the site as the other buildings verged on collapse. Air Force fighter jets criss-crossed the sky to ward off other attacks. And yet in those moments after the calamity, and in the following days and months, Mayor Giuliani not only steered the city through the crisis, but did so with an assurance and authority that was hailed around the world as a model of courageous leadership. In LEADERSHIP, Giuliani describes vividly the chaos and horror of the twin-towers catastrophe, and explains how the rules of management he enforced as Mayor enabled him to gain

control of the emergency. These are also the rules, Giuliani makes clear, that anyone in a leadership position - from the head of a large corporation to the owner of a corner shop - can use to inspire others and achieve concrete results.

#### Giraffes Can't Dance FT Press

The must-read summary of Louis Gerstner's book: "Who Says Elephants Can't Dance?: Inside IBM 's Historic Turnaround". This complete summary of the ideas from Louis Gerstner's book "Who Says Elephants Can't Dance?" shares Gerstner's experiences in taking charge of IBM and turning the company around to regain its position as an industry leader. This book contains all of the challenges and obstacles faced by the company and how Gerstner overcame them. By learning about his step-by-step tactics, you can apply his solutions and take your business to the next level. Added-value of this summary:

- Save time
- Understand the key concepts
- Expand your business knowledge

To learn more, read "Who Says Elephants Can't Dance?" and find out how you can overcome obstacles and put your business back on top!

Summary: Who Says Elephants Can't Dance? Rodale Books

The bestselling Giraffes Can't Dance is now a padded board book! Giraffes Can't Dance is a touching tale of Gerald the giraffe, who wants nothing more than to dance. With crooked knees and thin legs, it's harder for a giraffe than you would think. Gerald is finally able to dance to his own tune when he gets some



---

encouraging words from an unlikely friend. With light-footed rhymes and high-stepping illustrations, this tale is gentle inspiration for every child with dreams of greatness. Discover this classic story, now in a padded board book format perfect for babies and toddlers!