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# **A Firing Offense**

Laura A. Reese, Karen E. Lindenberg

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City Leonardo Sciascia Sicily and Lindsey Davis Ancient Rome The Leader's Dilemma Jeremy Hope, Peter Bunce, Franz Röösli, 2011-09-02 Drawing on their work on performance management within the beyond budgeting movement over the past ten years including many interviews and case studies Jeremy Hope Peter Bunce and Franz R sli set out in this book an executive guide to building a new management model based on eight key change management issues 1 Governance From rules and budgets to purpose and values 2 Success From fixed targets to relative improvement 3 Organization From centralized functions to customer oriented teams 4 Accountability From narrow targets to holistic success criteria 5 Trust From central control to local autonomy 6 Transparency From closed information to open book management 7 Rewards From individual incentives to team based reward 8 Risk From complying with rules to understanding pressure points This book is about rethinking how we manage organizations in a post industrial post credit crunch world where innovative management models represent the only remaining source of sustainable competitive advantage i The changes suggested by the authors will enable and encourage a cultural climate change that will help organizations to attract and keep the best people as well as drive continuous innovation and growth Above all The CEO s Dilemma is about learning how to change business based on best practice and innovation drawn from leaders world wide who have built and managed successful organizations

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