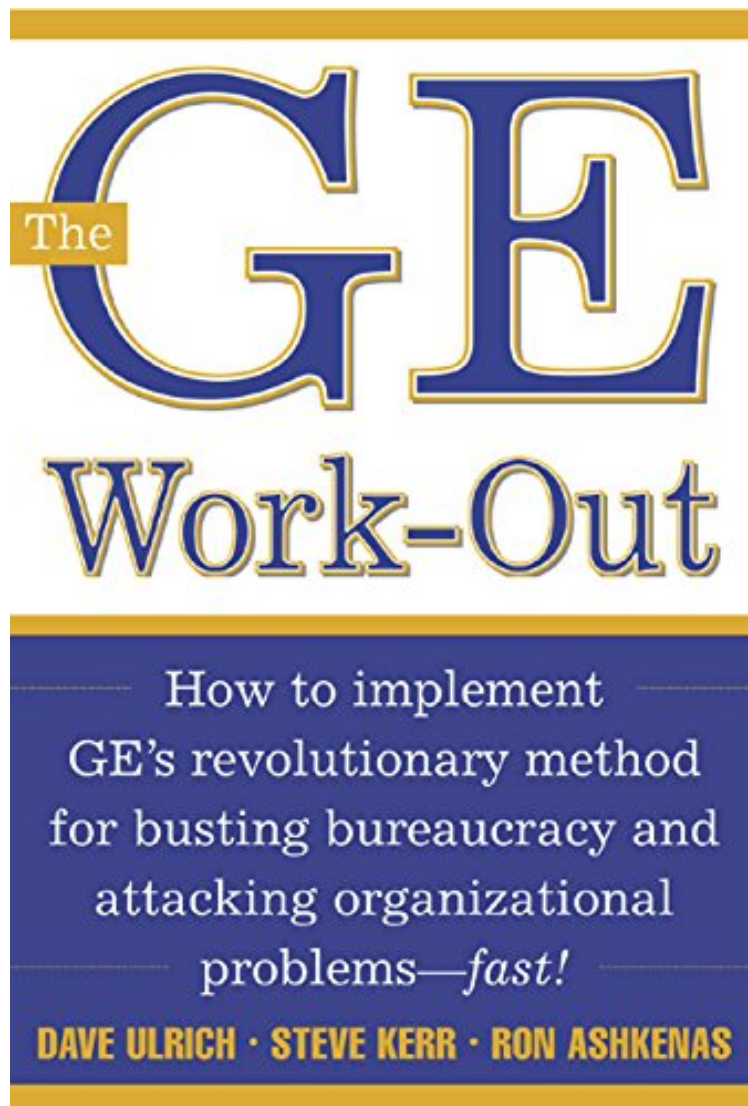


# The GE Work-Out: How to Implement GE's Revolutionary Method for Busting Bureaucracy Attacking Organizational Problem

David Ulrich, Steve Kerr

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David Ulrich, Steve Kerr : The GE Work-Out: How to Implement GE's Revolutionary Method for Busting Bureaucracy Attacking Organizational Problem before purchasing it in order to gauge whether or not it would be worth my time, and all praised The GE Work-Out: How to Implement GE's Revolutionary Method for Busting Bureaucracy Attacking Organizational Problem:

1 of 1 people found the following review helpful. Wanted my own copy By Sharon B Smith I read this book over 10 years ago and took the concepts of the work-out and customized it to where I worked. This process created so many

amazing changes within the organization. I am now bringing this process to my new company to use and bought a personal copy. I would recommend this book for organization change, process improvements and change management. 1 of 1 people found the following review helpful. A Practical Book Which Shows How to Conduct a GE Workout By James William Martin This book contains many interesting stories for non-GE people like me. These stories describe how the workout methodology was developed at GE and several other organizations. In this context, it has many useful examples of how to deploy the workout methodology along with checklists and examples. After reading the book, I believe that a person could create and hold a successful workout. In my opinion, this is how a book like this shows its real value. 0 of 0 people found the following review helpful. A tad dated but interesting By C. A. Sinclair I picked this book up in preparation for leading some discussions on Kaizen. It was interesting to get a complete picture of the way GE held such events. It is thorough (although GE-centric as you'd expect). Is there anything magical in here? Probably not. If you are looking for a more complete understanding of kaizens and other workshops this is a useful resource.

Famous "Work-Out" change-management tool explained by the people who helped develop it. GE's legendary Work-Out program played a key role in the company's phenomenal success over the past decade and has been implemented in many other organizations. Now three executives and consultants who developed the original Work-Out approach at GE often working directly with CEO Jack Welch discuss the inner workings of Work-Out and their experiences at successfully implementing the program at GE. Filled with effective assessment and decisionmaking tools, The GE Work-Out provides concrete and realistic guidance for anyone who wants to implement Work-Out and break down bureaucracy and hierarchy within an organization.

From Publishers Weekly Many companies have adapted Jack Welch's now-famous strategies for running a business. Taking advantage of Welch's popularity (and expertise), this handbook lays out instructions for implementing GE's "Work-Out" method. Flexible in execution, the method calls for collecting large teams of employees for defining tough business decisions, then breaking into smaller teams to develop solutions. The small teams then meet with a manager in a "town meeting" to discuss their recommendations. The result is change that's brought about by employees themselves. Consultants Ulrich and Ashkenas, along with Kerr (a managing director of Goldman Sachs) were brought together by Welch to create the "Work-Out" method. From the Back Cover "Work-Out helped us to create a culture where everyone began playing a part, everyone's ideas began to count, and leaders led rather than controlled." Jack Welch, Jack: Straight from the Gut Implement GE's legendary Work-Out technique for solving organizational problems fast and get fast, GE-like results in your organization Bring together the employees and managers who understand a problem best ... Challenge them to develop creative solutions in a single day ... Immediately present and decide on those solutions in a public forum ... Empower people to carry them out within eight weeks ... These are the basic tenets of GE's famous "Work-Out," the simple, powerful problem-solving technique Jack Welch used to revolutionize GE's bureaucratic culture and restore its standing as one of the world's most successful organizations. The GE Work-Out is a step-by-step guide to using Work-Out to quickly solve problems in your organization, break down obstacles to getting things done, and improve the way your organization works. "The authors of this book helped us create Work-Out and incorporate it into the fabric of GE. Their book will help you adapt Work-Out to your organizations with dramatic results." William J. Conaty, Senior Vice President, Human Resources, General Electric Company "Every company, no matter its size, unknowingly builds an inventory of productivity-killing relics in its basement. Work-Out helps to clean them out and keep everyone focused on creatively meeting customer needs. If you want to keep your company fresh and vital, ask your managers to read this book and make Work-Out part of your firm's DNA." W. James McNerney, Jr., Chairman of the Board and Chief Executive Officer, 3M "I have seen the effectiveness of Work-Out in both business and government. When I was Governor of West Virginia, we found Work-Out to be invaluable to us in improving the efficiency and effectiveness of our state government." Governor Gaston Caperton President, The College Board "Making fundamental change in organizations is almost impossible, but GE has succeeded. The GE Work-Out explains GE's secret weapon for fast, performance-improving change." Jeffrey Pfeffer, Professor, Stanford Business School and coauthor, The Knowing-Doing Gap: How Smart Companies Turn Knowledge Into Action The GE Work-Out provides hands-on examples and case histories to help you implement GE's heralded Work-Out methodology in your organization. Written by GE employees and consultants who were key partners in the creation and rollout of GE's original Work-Out programs and unique in that it addresses Work-Out from both perspectives this non-nonsense book will help you develop a realistic understanding of what Work-Out can and can't do, as well as the attitudes that must be in place throughout any organization before Work-Out can be successful. Work-Out has helped GE employees at every level cut through bureaucracy to solve small and large organizational problems quickly. Written by consultants and GE executives who helped develop the original Work-Out problem-solving technique, this practical book provides detailed information on: The underlying principles of Work-Out Planning, conducting, and implementing a Work-Out Customizing Work-Out for your organization Using Work-Out to develop effective,

visionary leaders Worksheets, tools, and case studies. Work-Out has been used with dramatic results not just at GE but in many other organizations, including 3M, Home Depot, Sears, and the State of West Virginia. Its genius lies in harnessing the intelligence of the workers closest to a problem. The GE Work-Out shows you how to adapt Work-Out to your organization, break down hierarchy and red tape, and create an empowered workforce confident enough to envision and implement change whenever and wherever it is needed. In today's speed-of-light global environment, endless committees and "It's how we've always done it" cop-outs are nothing less than a full-scale surrender, one that will both disappoint your customers and energize your competitors. The GE Work-Out will show you how to involve every member of your organization in solving the small but essential problems that are keeping you from becoming a world-class organization. Filled with worksheets, tools, case studies, and more, it is the first book to provide true, unvarnished directives for understanding GE's battle-proven Work-Out, then adapting it forshy;shy;and embedding it inshy;shy;your organization.

About the Author Dave Ulrich is a professor of business administration at the University of Michigan School of Business and the author of the best-selling *Human Resource Champions*, *Results-Based Leadership*, and *The HR Scorecard*. Steve Kerr is Chief Learning Officer and a Managing Director of Goldman Sachs. He was previously Vice President-Leadership Development and Chief Learning Officer for General Electric, with responsibility for GE's renowned Leadership Development Center at Crotonville. Ron Ashkenas is the managing partner of management consulting firm Robert H. Schaffer Associates, and senior author (with Ulrich, Kerr, and Todd Jick) of two previous books about GE.