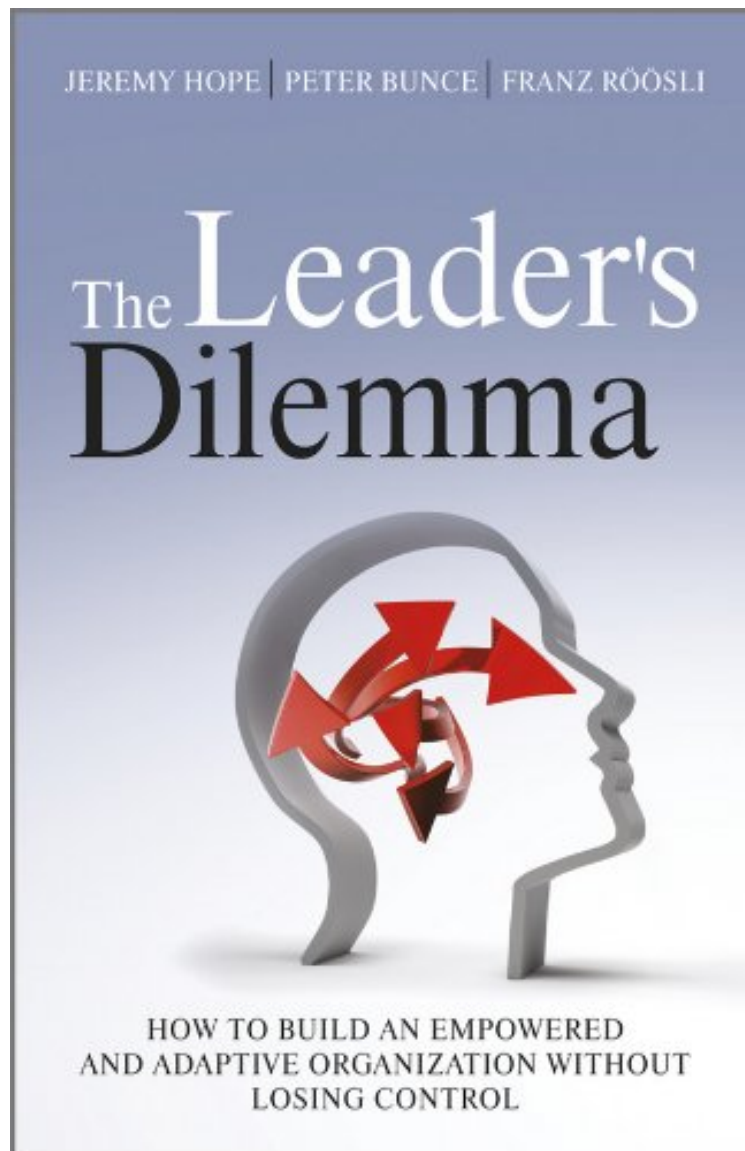


[Free download] The Leader's Dilemma: How to Build an Empowered and Adaptive Organization Without Losing Control

## The Leader's Dilemma: How to Build an Empowered and Adaptive Organization Without Losing Control

*Jeremy Hope, Peter Bunce, Franz Röösl*  
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**Jeremy Hope, Peter Bunce, Franz Röösl : The Leader's Dilemma: How to Build an Empowered and Adaptive Organization Without Losing Control** before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Leader's Dilemma: How to Build an Empowered and Adaptive Organization Without Losing Control:

1 of 1 people found the following review helpful. Definitely a reference to improve decision-making  
 By Pedro L San Martin R  
 Financial models for planning, budgeting and forecasting are typical of longer useful in decision-making. Today organizations need to improve their models and decision-making processes and this book provides this excellent reference.  
 3 of 3 people found the following review helpful. Beyond TQM and Empowerment  
 By Louis De Bearl  
 I have been a management consultant and serial entrepreneur for most of my adult life. I have used an MA in Business Economics and over 20 years of international business experience to teach other companies how to do what they do, better than their competitors. I am therefore always on the look out for good management books, that go beyond the norm of empowerment and creating a horizontal rather than a vertical management structure. This book fits that bill. It is divided into 12 chapters plus an introduction, which look at each facet of management change that must happen in a modern large scale concern. The introduction chapter spends a great deal of time justifying why a new approach is needed. Virtually every premise it gives I agree with. There is no doubt that the old command and control management system is no longer working in most sectors. Companies must adapt because, customers have more power within a global market place, they are not as loyal as they may once have been, there is more perfect information due to information proliferation, so consumers can make better more informed choices. This means that companies need faster ways to respond to these changes and that life cycles of products, strategies and business models are shrinking and that entry costs into markets have greatly reduced in a lot of different sectors. Therefore, management and businesses must be able to respond quickly to the ever changing demands of the consumer driven market. The book therefore argues that the old top down command structure needs to change as it is too slow to adapt to changing market conditions. In essence companies need to employ an Adaptive Management structure, that has few layers, which empowers and listens to their employees and allows them to take the decisions, as they have the experience, scope and ability to respond quickly to changing market. Employees must become a part of the planning process and top down fixed planning, is changed to allow flexibility and rolling forecasts. I do believe that this system could have saved so much of the British industry that sadly closed and could have taken us away from UK Management's fixation with short termism, share price fixing, shareholder dividend maintenance. Changing the British disease of short term planning approach, to what the Germans and Japanese did and still do very well, long term planned growth, based upon a tripartite system of economic planning with empowerment at the lowest sector of a company. This is in essence what the book tries to explain. This book puts forward ideas that have been around since the 1930's, but it does it well and in a coherent form. It is a bit long in places regarding the analysis to justify their propositions. Overall the ideas in this book are good and the model sound. The biggest problem with all these types of books, is how to get the ideas and structures implemented into old non adaptive management systems which are by their very nature closed to change. Good ideas and a great read for managers.  
 0 of 0 people found the following review helpful. In the top ten management books of all time  
 By David Parmenter  
 This book is largely influenced by Jeremy Hope. His insight into modern management is only surpassed by Peter Drucker. I consider this book to be in the top ten management books of all time as it clearly spells out that the default future for most organizations is not sustainable. In our lifetime we will witness a major sift to the methods of lean and adaptive management that Jeremy foresaw. Once you are fired up to change your organisation you will need to read the Zaffron and Logan's "Three laws of performance" and John Kotter's "Leading and selling change" to get the change over the line.

Many leaders realize that in today's economy it will no longer be the smart highly paid people in the corporate center that drive success. Instead it will come from harnessing the knowledge and creativity of all their people, especially those that work at the interface between the organization and its customers. They also know that their budget-driven management processes are too slow, rigid and expensive and encourage the wrong behaviour. But business leaders are on the horns of a dilemma. How do they empower their people and adapt to change without losing control? 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. Above all The Leader'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. "Every executive will have already had to face the well-known dilemma between trust and control. Based on the principles described, the authors succeed in finding a way out of this dilemma. Supported by concrete practical examples, these twelve principles add up to an integral management model which encompasses employee engagement, efficiency and innovation intelligently." Philippe Hertig, Managing Partner, Egon Zehnder International (Switzerland) "As Albert Einstein once accurately stated, problems can never be solved using the same approach as that out of which they came. The management approach in The Leader's Dilemma is not subject to this unconscious, but very frequent mistake. It shows an entirely new approach on leadership and management, which regards organizations as living systems." Erich Harsch, CEO, dm drogerie-markt "Executives are increasingly recognizing that the traditional model by which they manage their organizations is obsolete and counter-productive. In The Leader's Dilemma, Hope, Bunce and Rouml;ouml;sli radically re-define the core principles of management - including accountability, goals, rewards, planning and coordination - to bring management into the 21st century." Dr Jules Goddard, Research Fellow, MLab, London

Business School "In a dozen clear principles, The Leader's Dilemma codifies a rethink of the conventional management model. The book's approach should be studied by any company aiming to survive and thrive in a transforming business landscape." Vineet Nayar, CEO of HCL Technologies and author of Employees First, Customers Second

From the Inside Flap Drawing on their work within the 'Beyond Budgeting' movement over the past twelve years including many interviews and case studies Jeremy Hope, Peter Bunce and Franz Roeoesli set out in this book an executive guide to building a more empowered and adaptive organization based on 12 management principles:

Principle #1 - Values: Bind people to a common cause, not a central plan  
Principle #2 - Governance: Govern through shared values and sound judgment, not detailed rules and regulations  
Principle #3 - Transparency: Make information open and transparent, don't restrict and control it  
Principle #4 - Teams: Organize around a network of accountable teams, not centralized functions  
Principle #5 - Trust: Trust teams to regulate and improve their performance; don't micro-manage them  
Principle #6 - Accountability: Base accountability on holistic criteria and peer reviews, not on hierarchical relationships  
Principle #7 - Goals: Set ambitious medium-term goals, not short-term negotiated targets  
Principle #8 - Rewards: Base rewards on relative performance, not fixed targets  
Principle #9 - Planning: Make planning a continuous and inclusive process, not a top-down annual event  
Principle #10 - Coordination: Coordinate interactions dynamically, not through annual budgets  
Principle #11 - Resources: Make resources available just-in-time, not just-in-case  
Principle #12 - Controls: Base controls on fast, frequent feedback, not on budget variances

These principles will enable and encourage a cultural climate change that will enable your organization to attract and keep the best people as well as drive continuous adaptation, innovation and growth. They define the new management model for the twenty-first century organization.

From the Back Cover Many leaders realize that in today's economy it will no longer be the smart highly paid people in the corporate center that drive success. Instead it will come from harnessing the knowledge and creativity of all their people, especially those that work at the interface between the organization and its customers. They also know that their budget-driven management processes are too slow, rigid and expensive and encourage the wrong behaviour. But business leaders are on the horns of a dilemma. How do they empower their people and adapt to change without losing control? 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. Above all The Leader'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. "Every executive will have already had to face the well-known dilemma between trust and control. Based on the principles described, the authors succeed in finding a way out of this dilemma. Supported by concrete practical examples, these twelve principles add up to an integral management model which encompasses employee engagement, efficiency and innovation intelligently."

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About the Author Jeremy Hope is co-founder of the Beyond Budgeting Round Table, a not-for-profit collaborative dedicated to helping organizations improve their management models. He is a chartered accountant and a co-author of Transforming the Bottom Line, Competing in the Third Wave and Beyond Budgeting. He is also author of Reinventing the CFO. He lives in West Yorkshire, England and can be contacted at [jeremyhope@bbrt.org](mailto:jeremyhope@bbrt.org). Peter Bunce is a co-founder of the Beyond Budgeting Round Table (BBRT), a not-for-profit collaborative dedicated to helping organizations improve their management models. He is a Chartered Engineer and has held various posts in manufacturing engineering and collaborative research. He lives in Hampshire, England and can be contacted at [peterbunce@bbrt.org](mailto:peterbunce@bbrt.org). Franz Roeoesli is a professor and management trainer at the University of Applied Sciences North Western Switzerland (FHNW) and Director of the Beyond Budgeting Round Table (BBRT), an international shared learning network for management development. He has experienced many years in management positions in different industries. He lives in Switzerland and can be contacted at [franz.roeoesli@bbrt.org](mailto:franz.roeoesli@bbrt.org).