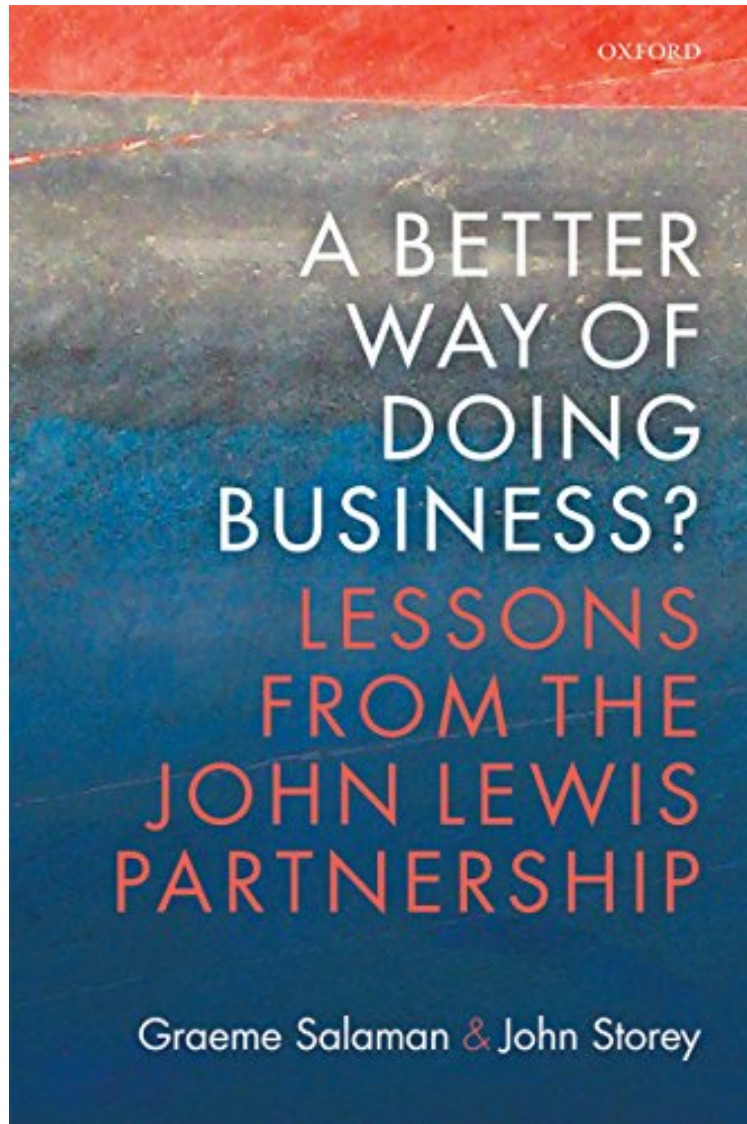


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A Better Way of Doing Business?: Lessons from The John Lewis Partnership

Graeme Salaman, John Storey

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Graeme Salaman, John Storey : A Better Way of Doing Business?: Lessons from The John Lewis Partnership before purchasing it in order to gauge whether or not it would be worth my time, and all praised A Better Way of Doing Business?: Lessons from The John Lewis Partnership:

This book offers a thoroughly researched and accessibly written account of the John Lewis Partnership. It describes

what the JLP is, how it works, and what other businesses can learn from it. The US/UK model of the firm, with its emphasis on shareholder value and its openness to the market in the buying and selling of businesses, is prone to a number of problematic consequences for employees, suppliers, and sometimes share-holders. The JLP represents a contrast to this model - one that has implications beyond the small niche of mutually-owned firms. The JLP has lessons for organizations that are unlikely to move towards the Partnership's distinctive shared ownership. This book identifies these lessons. The key questions addressed include: how does the JLP work in practice? What is the link between co-ownership, the JLP employment model, and the performance of the businesses? What is the role of management in the success of John Lewis and Waitrose? Are mutuality, co-ownership and business performance at odds? What is the significance of democracy within the JLP? And probably most significantly: what are the implications, for policy-makers and for economic agents of the JLP? This book is based on detailed knowledge of the JLP and its constituent business gathered by the authors over a fifteen year period. Their conclusion: that the JLP is more complex, even more impressive, and more interesting than its admirers realise.

This book is based on a longitudinal study of the John Lewis Partnership (JLP), a major UK retailer operating eponymous department stores and an upmarket supermarket chain (Waitrose). It comes from two of that country's foremost strategy and human resource management academics, Graeme Salaman and John Storey. The book is a highly readable, timely and thought-provoking contribution to scholarship and practice in the fields of leadership, people management and corporate governance. Overall, this book offers some deep and fresh perspectives on strategy, corporate governance and people management and is highly recommended to scholars, students and practitioners alike.

* Jim Arrowsmith School of Management, Massey University * A penetrating discussion of a business that is so admired yet so little understood. The authors show what a delicate and complex organisation it is, where management have to balance commercial pressures against the happiness of the staff who own it. Throughout, the book also helpfully tries to draw conclusions about how far the John Lewis model can be replicated or used to influence how business works more generally. * - Sir David Norgrove, Chair of the Low Pay Commission and former Executive Director of Marks Spencer * For the first time, the workings of the John Lewis Partnership are instructively examined by academics who have had high level and sustained access to the organisation. This book is a "must read" for anyone wishing to understand what lies behind the "partnership model" of corporate governance and the lessons that it may offer to business and society. * - Hugh Willmott, Professor of Management, Cass Business School, City University London * The modern corporation faces unprecedented challenges. If left unaddressed they threaten its own existence and wider social wellbeing. Rising to this challenge, Graeme Salaman and John Storey undertake a systematic scrutiny of the prime example of an alternative, stakeholder, perspective - the John Lewis Partnership. They do not advocate a simple replication of this model, rather, their analysis reveals the rich insights that are required in order to build an alternative workable response. * - Huainan Zhao, Professor of Corporate Finance, School Of Management Cranfield University * With the John Lewis Partnership being one of Britains truly flagship enterprises, it is amazing that they have not been duly scrutinized. This has just changed, as this most informative and penetrating work by Graeme Salaman and John Storey strongly highlights how we could all learn from the John Lewis Partnership. Perhaps if this book had been available earlier, we may, as a nation, not find ourselves with such debt. * - Andrew Kakabadse, Professor of Governance and Leadership at Henley Business School, University of Reading and Emeritus Professor at Cranfield University School of Management. * A rare study combining depth and breadth. The authors have a thorough knowledge of the Partnership, both academic and practical, over many years; and they are able to view it in the context of criticisms of capitalist ownership and the experiences of other cooperative businesses across the industrial world. The research is nuanced, careful, balanced, genuinely inquiring. The conclusions greatly advance the understanding of both the strengths and challenges of cooperative governance. * - Charles Heckscher, Professor, Rutgers University School of Management and Labor Relations * Salaman and Storey, by offering an intensive case study of the John Lewis Partnership (JLP), offer guidance and hope for today's modern organization. Their deep insights from JLP will enable thoughtful leaders to be both compassionate and competitive and to create a sustainable organization. * - Dave Ulrich, Rensis Likert Professor of Business, University of Michigan Partner, The RBL Group * John Lewis is repeatedly upheld as a model of how good businesses should be run. In this fascinating and exceptionally insightful analysis, Graeme Salaman and John Storey dispel the myths and reveal the truths of what lies behind the success of this remarkable British institution. * - Colin Mayer, Peter Moores Professor of Management Studies, Said Business School, University of Oxford * About the Author Graeme Salaman in Emeritus Professor of Organisation Studies at The Open University. His areas of teaching, writing researching and consulting are: the management of innovation, the management of change, management competences, strategic human resource management, performance management, knowledge management, innovation and leadership. He is an active consultant, speaker and trainer and has written over sixty books and articles including *Managerial Dilemmas: Exploiting Paradox for Strategic Leadership* (with John Storey), Wiley, 2009; *Managers of Innovation: Insights into Making Innovation Happen*, (with John Storey) Blackwell, 2004; *Strategy and Capability*, Blackwell, 2003 John Storey is Professor of Management at The Open University, UK. He has authored more than 100 books and refereed articles.

These range across human resource management, organisational analysis, leadership, innovation and supply chain management. He is a Fellow of the British Academy of Management. He was formerly professor and head of research at the University of Loughborough and before that was Principal Research Fellow at the University of Warwick Business School. He was Chairman of the Involvement Participation Association (IPA) from 2008 to 2013 and a member of the government advisory panel on leadership and management.