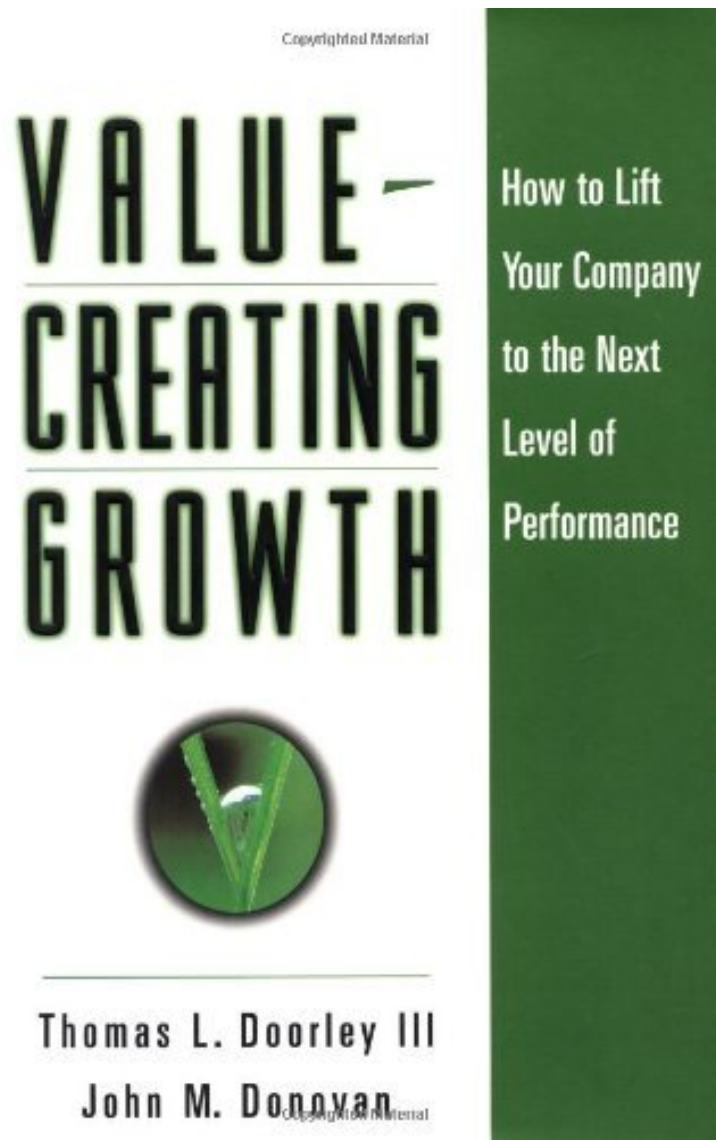


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## Value-Creating Growth: How to Lift Your Company to the Next Level of Performance (J-B US non-Franchise Leadership)

*Thomas L. Doorley, John M. Donovan*  
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**Thomas L. Doorley, John M. Donovan : Value-Creating Growth: How to Lift Your Company to the Next Level of Performance (J-B US non-Franchise Leadership)** before purchasing it in order to gage whether or not it would be worth my time, and all praised Value-Creating Growth: How to Lift Your Company to the Next Level of Performance (J-B US non-Franchise Leadership):

0 of 0 people found the following review helpful. Practical and SuperbBy A CustomerDoorley and Donovan's new

book offers an excellent framework for companies looking and the difficult issue of growth. The book weaves practical steps, good examples, and frames of reference in a way that anyone can use. Unlike many current business books, this one is not laced with jargon, and presents the case for growth and avenues to get there in a way that is compelling. I have ordered copies for our entire leadership team. One of the best business books in the area I have seen, and certainly the best this year.

6 of 6 people found the following review helpful. Making Growth Requirements Explicit

By Donald Mitchell

Where are the fast growing companies of yesterday? In most cases, these companies are now slow growing companies. As the authors point out, the top growing companies in 1976 through 1981 remained as top growers only 15 percent of the time by 1991 through 1996. Where are all of the companies that never even get started growing rapidly? Most of these remain slow growers and may even slow further. With those challenging historical observations, Thomas L. Doorley III and John M. Donovan then looked at what elements were much more often present among high growing companies than slow growing ones. Here is where I have an important methodological quibble. To be sure that these elements were most important, many tests would be useful. For example, did the companies that were slow growers and became fast growers adopt these qualities? Did the companies that stopped having or using these qualities become slower growers to a greater degree or frequency than those who had the qualities or added to them? I can't be sure from reading the book, but my impression is that these important tests were not run. If they were and I missed it in the book, I apologize to the authors and you should consider this a five star book. The authors go on to assert that those companies that grow revenues faster show faster stock-price growth, happier employees, and presumably more satisfied customers. As you can imagine, life is a little more complicated than that. Your company may try to grow and fail. If it fails, stock-price growth and the other factors may be poor. So you have to also test a system like this experimentally. That work remains for the future, but three case histories seem to have provided promising results. Regardless of the long-term relationships in these areas, clearly many companies have forgotten or never learned how to grow. This book will be valuable for them. A major quibble I have is that I did not see a distinction being made in the book between internal growth and acquisition-aided growth. I suspect that the lessons could be quite different in the two cases. What I liked most about the book is that it takes an important subject, sustaining growth, and turns it into a system comprised of required elements for the growth to occur. Many leaders and companies lack an understanding of these system elements, and thus skip important areas. With the check lists here, those mistakes are less likely to occur. On the other hand, I found what was said here to be less clear and inspiring than in *Built to Last*. I still prefer that book to this one for isolating important elements of long-term growth, because it used paired comparisons of reasonably similar companies, and made finer distinctions in its key principles. The authors propose three cornerstones of growth: commitment, strategy, and capability. They propose 10 practices to establish and maintain these cornerstones:

1. Believe deeply that growth drive valuation creation.
2. Articulate a growth vision; embed it . . .
3. Link growth performance to rewards and recognition.
4. Create a Valuable Formula as a platform for long-term growth.
5. Manage the Valuable Formula across the growth cycle.
6. Globalize the Valuable Formula . . .
7. Leverage . . . innovation and alliances . . .
8. Identify and nurture all growth-supporting processes.
9. Benchmark growth foundations . . . and aim to beat them.
10. Design and implement initiatives to align foundations.

In the latter parts of the book, they have more detailed diagnostic questions to help you understand where your organization stands in these regards. Then, they show the benefits of rerunning the diagnostics after your organization has sought to overcome its initial limitations. This is a good idea, in my view. One caution for you is that the nature of success is always changing. In particular, the shift now seems to be towards those who can create new and improved business models quite frequently, and rapidly implement them. Secondly, the rate of growth in new markets is accelerating. You may grow rapidly, but lose out to a competitor who gains most of the value. In fact, recent studies suggest that as much as 80 percent of the value in an industry may be concentrated in only one company. So outperforming all the competitors will be more important in the future than this book suggests. Third, there are significant ways to grow share price, customer satisfaction, and employee happiness that this book does not address. So you'll want to look for research and books on these topics as these lessons are exposed. Actually, much of what is in this book focuses on our old nemesis, the communications stall. Organizations as they grow start giving people the wrong messages (directly and indirectly) about what they should be working on. Improving communications is essential to overcoming this tendency to fragment efforts into less and less useful ones. After you have finished reading this book, take a company you know well and consider which areas are most likely to undermine future growth. Then focus on how you can overcome those harmful directions, and start taking action. As valuable as it is to learn the theory of what needs to be done, it is even more valuable to take timely action. Your progress will become more certain when you do.

0 of 0 people found the following review helpful. A great read - the "unified field theory" of growth

By A Customer

This book was a great read - sort of the "unified field theory" of growth. In fact, while the focus is on growth companies, the model (Commitment, Strategy, Capability) is really a way to look at any business. The author provides a unique and effective way to define what a company actually does at any given time, how it evolves through time, and what it should be doing in the future. The book is short, readable, and useful. It's got a good mix of academic research and real-world examples. As with any business book, Doorley runs the risk of his examples falling from grace (like HP may already be doing). The "Valuable Formula" construct in some ways isn't

new, but it does make an explicit link between what a customer needs and what a company does - seemingly simple, but many companies don't make that match very well. (If it were that easy, the Dow would be at 20,000.) Unlike many other business books, the "takeaways" and "Ten Essential Practices" aren't just motherhood and apple pie. Finally, the examples in the book are real, tangible, and transferable to other companies. The "Growth-Supporting Foundations" in particular seem like a unique way to benchmark against high-growth companies beyond comparing financials or the typical statistics in benchmark studies. In short, there's a lot in here, but it is unique and presented in a very crisp, effective way. At the risk of sounding cynical, the book is obviously a teaser to get consulting work for Deloitte. But that's what business books are all about.

When it comes to creating value for shareholders, customers, employees-for most everyone concerned-no company does it better than the company that grows. Now, in Value-Creating Growth, two acclaimed growth consultants distill twenty years of expertise into a practice-driven program any change leader can use to ensure sustained, dynamic growth for his or her organization. Packed with real-world examples, proven strategies, and a host of action-oriented tools, this is the first book that offers readers a systematic approach to transforming companies into first-class performers.