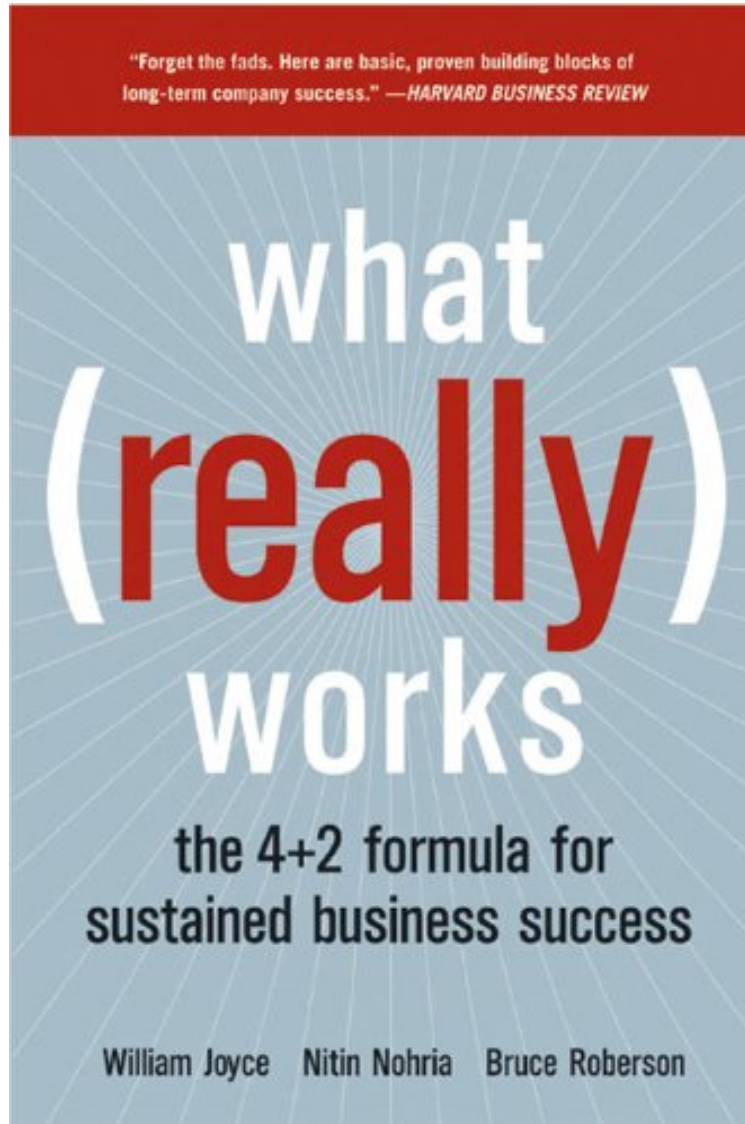


# What Really Works: The 4+2 Formula For Sustained Business Success

*William Joyce, Nitin Nohria, Bruce Roberson*  
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**William Joyce, Nitin Nohria, Bruce Roberson : What Really Works: The 4+2 Formula For Sustained Business Success** before purchasing it in order to gauge whether or not it would be worth my time, and all praised What Really Works: The 4+2 Formula For Sustained Business Success:

0 of 0 people found the following review helpful. The genre of key for business success advances By Fernando Fuentes Every time you read a book about what are the keys to achieve success in companies you make an act of faith about the research work of the people who wrote it. Author gives you always some business cases that can demonstrate

what are they saying, and of course, every book of how to make companies succeed has really appealing business cases. This book is no different in that way. But there are three differences that are interesting: a) It takes into account the history of the genre (business success) and makes an examination of how they are supposed to do a more deep job b) It explores companies that succeed, that fail, that move from success to failure and in the other way c) It establishes a kind of principle (that makes sense, but of course this is not sign that it works) that success is a mix (not always the same mix) of elements. You have to do an act of faith in this book, but it seems (I did not check the references) that it is a serious work, with an interesting point of view that makes more sense than previous books of the genre. I think this book can confirm some of your beliefs or can add something to think and expand your understanding of business.

2 of 2 people found the following review helpful. Read Chapter 1, then Your Done By John Lipp. The authors' point is, if a company wants to be a "winner," they must excel at (a) 4 mandatory areas: strategy, execution, culture, and structure, and (b) any 2 out of the following 4: talent, leadership, innovation, acquisitions and mergers. All the other things, like 360 degree personnel reviews, management training programs, etc. are not consistently statistically significant. This is the kind of book I would bring on a plane or car ride where I could skim through it. The writing style is journalistic and sensational. As another reviewer notes, the book uses a "hero" / "villain" format, which although entertaining, is somewhat naive. That's minus one star. The book's thesis is pretty much articulated in the first chapter. You could read that, and then follow up by reading other business books that better expound on one of these areas (e.g., Bossidy for Execution). Minus a second star.

0 of 0 people found the following review helpful. Research backed theory - can be very effective, if applied well. By Sudipto Biswas. A lot of research has gone into the writing of the book. However, it is built on the premise, that Total Return to Shareholder, is the key metric for business success. I have a fundamental issue with this concept. People like Steve Jobs, Bill Gates, Jeff Bezos did not create companies for TRS (or TSR) - the companies were built around a core belief. As companies grow big, the core belief gets lost and everything just becomes a money game - not so much as creating wealth, but accounting jugglery.

Based on a groundbreaking study, analysing data on 200 management practices gathered over a 10 year period. Reveals the effectiveness of the 4+2 practices (4 primary and 2 of 4 possible secondary) practices that really matter - the ones that, if followed rigorously, ensure sustained business success. With a new introduction by the authors. With hundreds of well-known management practices and prescriptions promoted by consultants and available to business, which are really effective and contribute to the growth and continued success of a company? Which do little or nothing? Based on the "Evergreen Project," a massive, 5 year study involving the business school faculties of ten universities, the authors set out to find the management practices that truly promote long-term growth and success. Their findings will revolutionize the art and practice of business management. The book shows that there are essentially six management practices that all successful companies must master simultaneously. They range from focusing on a strategy of growth to maintaining the depth and quality of human talent in the organization.