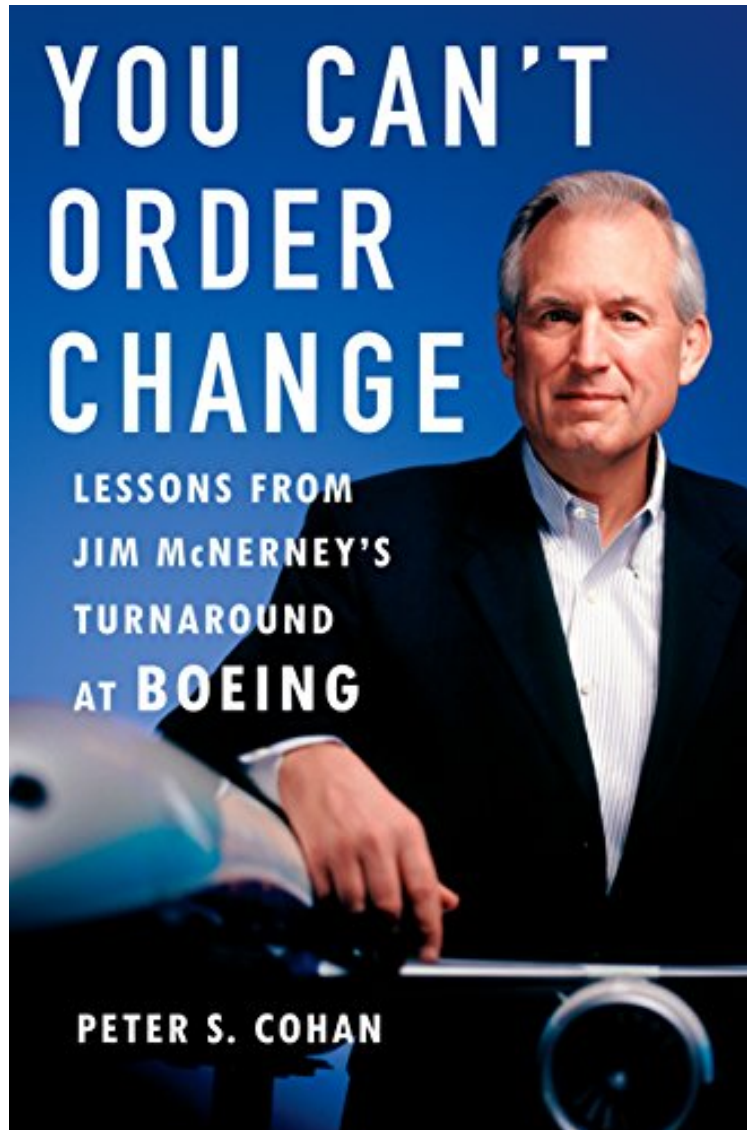


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## You Can't Order Change: Lessons from Jim McNerney's Turnaround at Boeing

*Peter S. Cohan*

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**Peter S. Cohan : You Can't Order Change: Lessons from Jim McNerney's Turnaround at Boeing** before purchasing it in order to gauge whether or not it would be worth my time, and all praised You Can't Order Change: Lessons from Jim McNerney's Turnaround at Boeing:

0 of 2 people found the following review helpful. Book purchaseBy Vicky StautzenbergerI would have given it 5 stars except it said collectible. There is a magic marker line on the bottom of the book. I don't know the reason for that but I wasn't expecting it. Overall, it was a good purchase and timely.32 of 33 people found the following review helpful.

Warmed Over Secondary Sources By Loyd Eskildson Prior to McNerney's 7/1/05 takeover, Boeing was ethically challenged and facing an obvious need for greater fuel efficiency of its products. When McNerney took over, Boeing stock was at \$64.68; it now is at \$40.86. The company is two years behind on promised deliveries for its new 787, as well as other new plane programs. A recent two-month strike, and major supplier problems (a record 70% of the 787 was outsourced) largely account for problems. Employee unions are also upset over Boeing's use of contract employees. Cohan derives his material from second-hand sources that know or have studied McNerney. That is probably a major reason the book lacks any great insights. A major future problem for Boeing is that other nations, especially Japan, have long pursued aviation knowledge to permit their future competition with Boeing. Some believe that the 787's outsourcing (achieve lower costs, foreign airline participation, and faster development) will finally allow this. Cohan does not address this issue. Cohan's emphasizing McNerney's focus on cost reduction, reducing time-to-market, improved ethics, increased fuel economy is not helpful to anyone knowledgeable about the industry and Boeing's recent problems. Neither is Cohan's 40,000 ft. overview of how Boeing is improving. Readers looking for such details would do much better reading material about the Toyota Production System (which Boeing is trying to follow) - especially works by the original TPS developers. Even following Boeing through several years of Business Week, Fortune, etc. articles is better than "You Can't Order Change." Bottom Line: My beef is not with Mr. McNerney - I'm sure he is a fine manager, though he doesn't walk on water as Cohan sometimes alludes. The problem is that Cohan just didn't put much effort (or value) into this book. 9 of 10 people found the following review helpful. Typical McNerney By H. Landin This book is as fictional as McNerney himself. After he was booted at 3M for gutting the company of all creative and experienced assets, we all watched with amusement as he took on Boeing. To headlines of acclaim, he proceeded to confront the unions and get rid of anyone who knew anything and generally anger the whole workforce. His 'consensus' style consists of replacing all management with people who are as self serving and narcissistic as himself and ignoring the opinion of the mass of technical and experienced people who actually get their hands dirty and know something. His implementation of the 'six-sigma' religion was a nightmare of wasted resources and time. What he never got and the under 35 year old management he insisted on replacing experienced people with has serious trouble comprehending, is that engineers and scientists are taught statistics and scientific method in school and they know something. That's why you hire them and that's why you listen to them. But they just don't say things McNerney management wants to hear. 3M is still trying to recover and deal with the anti-technical management culture put in place. Thank goodness the 3M culture was hard to root out and the board listened to the stockholders. Good luck, Boeing.

The first book to explore the unique leadership style of Boeing's acclaimed CEO Jim McNerney was one of Jack Welch's top proteges at General Electric and a finalist to replace the retiring Welch as CEO. McNerney lost that competition in 2001, but since then he has emerged as one of the most effective leaders of his generation. You Can't Order Change tells the amazing story of McNerney's turnaround at the world's leading aircraft manufacturer, which had faced a series of tough problems. Boeing is extremely hard to run, with more than \$66 billion in annual revenue and 161,000 employees. A new product like the 787 Dreamliner costs billions to develop over many years, with global production hurdles and little margin for error. Peter Cohan interviewed people who worked with McNerney throughout his career to explain why his consensus-driven style sets him apart. The title comes from a McNerney quote about the importance of winning hearts and minds with a clear vision of future success. McNerney combines Midwestern integrity and humility with the brilliance and drive of a Harvard Business School and McKinsey alum. This book reveals his approach to accountability, growth, cost cutting, leadership development, customer focus, and other universal challenges.

From Publishers Weekly Cohan, a management consultant and venture capitalist, examines Jim McNerney's unique approach to leadership. One of three finalists in the running to replace General Electric's Jack Welch, McNerney took the helm at Boeing after a stint at 3M. Pressure to boost revenues and cut costs led him to develop a leadership style designed to win the hearts and minds of employees. His mantram "you can't order change" implies that change must come from employees if it is to succeed. Cohan provides a road map to McNerney's success that identifies 11 specific leadership challenges and the management imperatives to overcome them. The prescriptions are universally applicable and include Help Your People Get 15 Percent Better, Build Strategy on Customer Focus, Invest in Your Strengths and Cut Your Company's Environmental Footprint, among others. Easy to navigate and concise, this book will help executives tackle persistent and difficult leadership problems while motivating employees and producing results. (Jan.) Copyright © Reed Business Information, a division of Reed Elsevier Inc. All rights reserved. About the Author Peter S. Cohan is a management consultant and venture capitalist. He earned an MBA from Wharton and teaches strategy at Babson College. He also edits The Cohan Letter, a successful investment newsletter.