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Business Review article 'Your Scarcest  
Resource,' Michael Mankins and Eric  
Garton, Bain & Company experts in  
organizational design and effectiveness,  
present new research into how you can  
liberate people's time, talent and energy  
and unleash your organization's  
productive power.

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Organizational Drag and Unleash Your  
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They identify the specific causes of organizational drag--the collection of institutional factors that slow things down, decrease output, and drain people's energy--and then offer a pragmatic framework for how managers can overcome it.

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Mankins, Eric Garton. Managing Your  
Scarcest Resources. Business leaders know  
that the key to competitive success is smart  
management of scarce resources. That's  
why companies allocate their financial  
capital so carefully.

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In Time, Talent, Energy, Michael

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Mankins and Eric Garton provide an organizational framework that can help leaders maximize their companies' productive power, reduce the causes of organizational drag, and thereby outpace their competitors.

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Building off of the popular Harvard  
Business Review article "Your Scarcest  
Resource", Michael Mankins and Eric  
Garton, Bain & Company experts in  
organizational design and effectiveness,  
present new research into how you can  
liberate people's time, talent, and energy

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and unleash your organization's productive power. They identify the specific causes of organizational drag - the collection of institutional factors that slow things down, decrease output, and drain people's energy - and then ...

~~—Time, Talent, Energy: Overcome  
Organizational Drag and ...~~

The truly scarce resources now are the time, the talent, and the energy of the people in your organization--resources that are too often squandered. There's plenty of advice about how to manage them, but most of it focuses on individual actions.

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March 2017 by Michael C. Mankins  
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I was fascinated by these numbers, which  
are featured in a new book, Time, Talent,  
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and Unleash Your Team's Productive  
Power. Authors and Bain partners Michael  
...

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~~Organizational Drag And  
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Bain partners Michael C. Mankins and Eric Garton explain how to increase productivity by focusing on the organization instead of the individual. ...  
100 Best Business Books of All Time; April 2020 Business Bestsellers. We move books and ideas in bulk into the business world every single day. See which we moved the most last month. See the list.

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He also lays out what managers can do to reduce what he calls organizational drag. Mankins is a coauthor of Time, Talent, Energy: Overcome Organizational Drag and Unleash Your Team ' s Productive...

~~Reduce Organizational Drag—Harvard  
Business Review~~

The truly scarce resources now are the

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time, the talent, and the energy of the people in your organization--resources that are too often squandered. There's plenty of advice about how to manage them, but most of it focuses on individual actions.

**Managing Your Scarcest Resources**  
Business leaders know that the key to competitive success is smart management of scarce resources. That's why companies allocate their financial capital so carefully. But capital today is cheap and abundant, no longer a source of advantage. The truly scarce resources now are the time, the talent, and the energy of the people in your organization--resources that are too often squandered. There's plenty of advice about how to manage them, but most of it focuses on individual actions. What's really

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needed are organizational solutions that can unleash a company's full productive power and enable it to outpace competitors. Building off of the popular Harvard Business Review article "Your Scarcest Resource," Michael Mankins and Eric Garton, Bain & Company experts in organizational design and effectiveness, present new research into how you can liberate people's time, talent, and energy and unleash your organization's productive power. They identify the specific causes of organizational drag--the collection of institutional factors that slow things down, decrease output, and drain people's energy--and then offer a pragmatic framework for how managers can overcome it. With practical advice for using the framework and in-depth examples of how the best companies manage their people's time, talent, and energy with as much discipline as they do

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Organizational Design  
Unleash Your Team's  
Productive Power

their financial capital, this book shows managers how to create a virtuous circle of high performance.

Business leaders know that the key to competitive success is smart management of scarce resources. That ' s why companies allocate their financial capital so carefully. But capital today is cheap and abundant, no longer a source of advantage. The truly scarce resources now are the time, the talent, and the energy of the people in your organization--resources that are too often squandered. There ' s plenty of advice about how to manage them, but most of it focuses on individual actions. What ' s really needed are organizational solutions that can unleash a company ' s full productive power and enable it to outpace competitors. Building off of the popular Harvard Business Review article,

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"Your Scarcest Resource," Michael Mankins and Eric Garton, Bain & Company experts in organizational design and effectiveness, present new research into how you can liberate people ' s time, talent, and energy and unleash your organization ' s productive power. They identify the specific causes of organizational drag--the collection of institutional factors that slow things down, decrease output, and drain people ' s energy--and then offer a simple framework for how managers can overcome it. With practical advice for using the framework and in-depth examples showing how the best companies manage their people ' s time, talent, and energy with as much discipline as they do their financial capital, this book shows managers how to create a virtuous circle of high performance.

Many organizations don't know how to

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make and execute good decisions. In this book, the authors draw on Bain & Company's extensive research and experience to present a five-step process for improving your company's decision abilities.--[book jacket]

Based on a multiyear study of such firms as Apple, IKEA, and Vanguard, the authors warn against complexity as a strategy for business planning, advocating instead for a simple, repeatable model that provides for constant improvement.

What hidden skill links successful people in all walks of life--across cultures, industries, generations . . . all of time? The answer is surprisingly simple: they know how to ask the right questions at the right time. Questions help us break down barriers, discover secrets, solve puzzles, and imagine new ways of doing things. The

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right question can provide for us not only the answer we need right then but also the ones we ' ll need tomorrow. Emmy award – winning journalist and media expert Frank Sesno wants to teach you how to question others in a methodical, intentional way so that you can find the same success that others have found by mastering this simple skill. From the author ' s illuminating interviews that he has included in the book, you will learn:

- How the Gates Foundation used strategic questions to plan its battle against malaria
- How turnaround expert Steve Miller uses diagnostic questions to get to the heart of a company's problems
- How creative questions animated a couple of techie dreamers to brainstorm Uber
- How journalist Anderson Cooper uses confrontational questions to hold people accountable

Throughout Ask More, you ' ll explore all different types of

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inquiries--from questions that cement relationships, to those that will help you plan for the future. By the end, you ' ll know what to ask and when, what you should listen for, and what you can expect as the outcome.

Agile has the power to transform work--but only if it's implemented the right way. For decades business leaders have been painfully aware of a huge chasm: They aspire to create nimble, flexible enterprises. But their day-to-day reality is silos, sluggish processes, and stalled innovation. Today, agile is hailed as the essential bridge across this chasm, with the potential to transform a company and catapult it to the head of the pack. Not so fast. In this clear-eyed, indispensable book, Bain & Company thought leader Darrell Rigby and his colleagues Sarah Elk and Steve Berez provide a much-needed reality

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check. They dispel the myths and misconceptions that have accompanied agile's rise to prominence--the idea that it can reshape an organization all at once, for instance, or that it should be used in every function and for all types of work. They illustrate that agile teams can indeed be powerful, making people's jobs more rewarding and turbocharging innovation, but such results are possible only if the method is fully understood and implemented the right way. The key, they argue, is balance. Every organization must optimize and tightly control some of its operations, and at the same time innovate. Agile, done well, enables vigorous innovation without sacrificing the efficiency and reliability essential to traditional operations. The authors break down how agile really works, show what not to do, and explain the crucial importance of scaling agile properly in

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order to reap its full benefit. They then lay out a road map for leading the transition to a truly agile enterprise. Agile isn't a goal in itself; it's a means to becoming a high-performance operation. Doing Agile Right is a must-have guide for any company trying to make the transition--or trying to sustain high agility.

In the past few years, a number of well-known firms have failed; think of Blockbuster, Kodak, or RadioShack. When we read about their demise, it often seems inevitable—a natural part of "creative destruction." But closer examination reveals a disturbing truth: Companies large and small are shuttering more quickly than ever. What does it take to buck this trend? The simple answer is: ambidexterity. Firms must remain competitive in their core markets, while also winning in new domains. Innovation

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Guru Clayton M. Christensen has been pessimistic about whether established companies can prevail in the face of disruption, but Charles A. O'Reilly III and Michael L. Tushman know they can! The authors explain how shrewd organizations have used an ambidextrous approach to solve their own innovator's dilemma. They contrast these luminaries with companies which—often trapped by their own successes—have been unable to adapt and grow. Drawing on a vast research program and over a decade of helping companies to innovate, the authors present a set of practices to guide firms as they adopt ambidexterity. Top-down and bottom-up leaders are key to this process—a fact too often overlooked in the heated debate about innovation. But not in this case. Readers will come away with a new understanding of how to improve their existing businesses through efficiency,

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control, and incremental change, while also seizing new markets where flexibility, autonomy, and experimentation rule the day.

A Washington Post Bestseller Three Principles for Managing—and Avoiding—the Problems of Growth Why is profitable growth so hard to achieve and sustain? Most executives manage their companies as if the solution to that problem lies in the external environment: find an attractive market, formulate the right strategy, win new customers. But when Bain & Company's Chris Zook and James Allen, authors of the bestselling *Profit from the Core*, researched this question, they found that when companies fail to achieve their growth targets, 90 percent of the time the root causes are internal, not external—increasing distance from the front lines, loss of accountability,

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proliferating processes and bureaucracy, to name only a few. What ' s more, companies experience a set of predictable internal crises, at predictable stages, as they grow. Even for healthy companies, these crises, if not managed properly, stifle the ability to grow further—and can actively lead to decline. The key insight from Zook and Allen ' s research is that managing these choke points requires a “ founder ' s mentality ” —behaviors typically embodied by a bold, ambitious founder—to restore speed, focus, and connection to customers:

- An insurgent ' s clear mission and purpose
- An unambiguous owner mindset
- A relentless obsession with the front line

Based on the authors ' decade-long study of companies in more than forty countries, *The Founder ' s Mentality* demonstrates the strong relationship between these three traits in companies of all kinds—not just

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start-ups—and their ability to sustain performance. Through rich analysis and inspiring examples, this book shows how any leader—not only a founder—can instill and leverage a founder's mentality throughout their organization and find lasting, profitable growth.

Amoral, cunning, ruthless, and instructive, this multi-million-copy New York Times bestseller is the definitive manual for anyone interested in gaining, observing, or defending against ultimate control – from the author of *The Laws of Human Nature*. In the book that *People* magazine proclaimed “beguiling” and “fascinating,” Robert Greene and Joost Elffers have distilled three thousand years of the history of power into 48 essential laws by drawing from the philosophies of Machiavelli, Sun Tzu, and Carl Von Clausewitz and also from the lives of

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figures ranging from Henry Kissinger to P.T. Barnum. Some laws teach the need for prudence ( “ Law 1: Never Outshine the Master ” ), others teach the value of confidence ( “ Law 28: Enter Action with Boldness ” ), and many recommend absolute self-preservation ( “ Law 15: Crush Your Enemy Totally ” ). Every law, though, has one thing in common: an interest in total domination. In a bold and arresting two-color package, *The 48 Laws of Power* is ideal whether your aim is conquest, self-defense, or simply to understand the rules of the game.

Total quality management (TQM), reengineering, the workplace of the twenty-first century--the 1990s have brought a sense of urgency to organizations to change or face stagnation and decline, according to *Enhancing Organizational Performance*. Organizations are adopting

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popular management techniques, some scientific, some faddish, often without introducing them properly or adequately measuring the outcome. Enhancing Organizational Performance reviews the most popular current approaches to organizational change--total quality management, reengineering, and downsizing--in terms of how they affect organizations and people, how performance improvements can be measured, and what questions remain to be answered by researchers. The committee explores how theory, doctrine, accepted wisdom, and personal experience have all served as sources for organization design. Alternative organization structures such as teams, specialist networks, associations, and virtual organizations are examined. Enhancing Organizational Performance looks at the influence of the organization's norms, values, and

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beliefs--its culture--on people and their performance, identifying cultural "levers" available to organization leaders. And what is leadership? The committee sorts through a wealth of research to identify behaviors and skills related to leadership effectiveness. The volume examines techniques for developing these skills and suggests new competencies that will become required with globalization and other trends. Mergers, networks, alliances, coalitions--organizations are increasingly turning to new intra- and inter-organizational structures. Enhancing Organizational Performance discusses how organizations cooperate to maximize outcomes. The committee explores the changing missions of the U.S. Army as a case study that has relevance to any organization. Noting that a musical greeting card contains more computing power than existed in the entire world

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before 1950, the committee addresses the impact of new technologies on performance. With examples, insights, and practical criteria, Enhancing Organizational Performance clarifies the nature of organizations and the prospects for performance improvement. This book will be important to corporate leaders, executives, and managers; faculty and students in organizational performance and the social sciences; business journalists; researchers; and interested individuals.

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