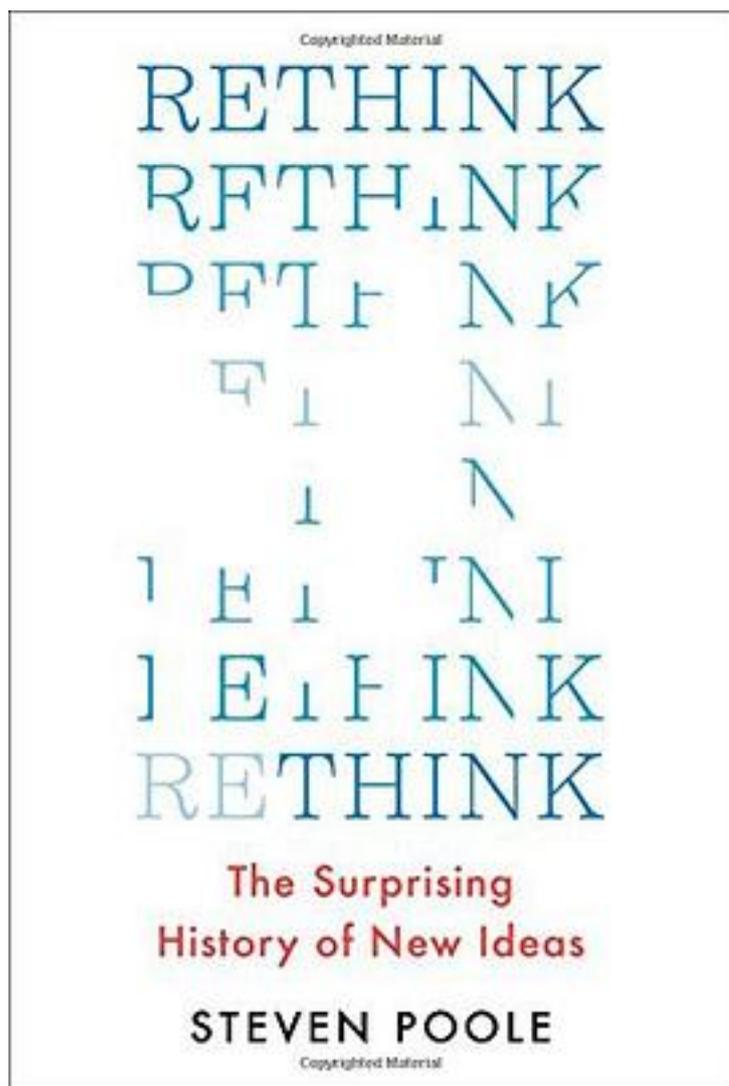


Rethink



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It's a totally human condition, a trap that ensnares virtually everyone. Just as when we tie a route to a destination so much so that when someone else takes a different route "why are we going this way?" it usually doesn't matter "how" you get there. This "how" trap also takes place at work, people intertwine "how" they do their job with the outcome of "what" they are doing that sometimes obvious decisions are masked, and missed. We know how to focus on process: the how of business. That's why this book shows that we're leaving so much value on the table and that's what this book exposes with vivid examples, while at the same time offering guidance on ways you can take advantage of this new business lens. Business architect Ric Merrifield shows how to rise above the clutter of your "hows" to expose what does and doesn't need attention. You'll learn to identify the activities most critical to success and those that are borderline, redundant, or even counterproductive. Along the way, Merrifield presents powerful case studies from companies as diverse as ING DIRECT and Eclipse, Amazon.com and Procter + Gamble: firms that have learned how to cut costs, strengthen innovation, and profit from change all at the same time.

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