

The Right Fight

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"Anybody in any organization who has any responsibility must read this book."
—WARREN BENNIS, Distinguished Professor of Business, University of Southern California,
and author of *On Becoming a Leader*

SAJ-NICOLE JONI
and DAMON BEYER

The Right Fight

How Great Leaders
Use Healthy Conflict to Drive
Performance, Innovation, and Value

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Organizational harmony and strategic alignment aren't enough to drive success. Until now, management wisdom would have you believe that the single most important thing leaders have to get right is alignment. To accomplish anything, employees must agree about the mission, strategy, and goals of an organization. Aligned employees are happy employees, and happy employees are productive employees. Simple, right? Well, in a word, no. Counter to conventional wisdom, the dirty little secret of leadership—what they don't tell you in business school—is that a leader's time is not always best spent trying to help his or her teams make nice and get along. In contrast, the authors' groundbreaking research shows that fostering productive dissent is essential for achieving peak efficiency—what Joni and Beyer call "right fights." Right fights need to be well designed and subject to certain rules to be effective. Alignment cannot be ignored; without it, organizations can be plagued with bitter, energy-draining wrong fights. But a certain amount of healthy struggle is good for organizations. Right fights unleash the creative, productive potential of teams, organizations, and communities. The Right Fight turns management thinking on its head and shows why leaders—in the fast-moving, hyper-competitive marketplaces of the twenty-first century—need to foster alignment and orchestrate thoughtful controversy in their organizations to get the best results. Drawing from examples as diverse as Unilever, Microsoft, Coca-Cola, Dell, the Clinton administration, and the Katy Independent School System, here is your playbook for picking the right battles and fighting the right fights well.

作者介绍:

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标签

管理

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评论

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书评

20世纪90年代中期，迪克·福尔德接任雷曼兄弟公司CEO，当时公司内部内讧不断，但雷曼的业务还算不错。后来，福尔德在公司内部倡导团结与合作，并将其作为员工激励的重要指标。到2008年倒台时，雷曼几乎称得上是“华尔街最团结的公司”。雷曼是因为过于团结而导致破产的吗？ ...

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