

Inside Ibm S Historic Turnaround How I Turned Around

Liz Mellon

Who Says Elephants Can't Dance? Louis V. Gerstner, 2002-11-12 In 1990, IBM had its most profitable year ever. By 1993, the computer industry had changed so rapidly the company was on its way to losing \$16 billion and IBM was on a watch list for extinction -- victimized by its own lumbering size, an insular corporate culture, and the PC era IBM had itself helped invent. Then Lou Gerstner was brought in to run IBM. Almost everyone watching the rapid demise of this American icon presumed Gerstner had joined IBM to preside over its continued dissolution into a confederation of autonomous business units. This strategy, well underway when he arrived, would have effectively eliminated the corporation that had invented many of the industry's most important technologies. Instead, Gerstner took hold of the company and demanded the managers work together to re-establish IBM's mission as a customer-focused provider of computing solutions. Moving ahead of his critics, Gerstner made the hold decision to keep the company together, slash prices on his core product to keep the company competitive, and almost defiantly announced, The last thing IBM needs right now is a vision. Who Says Elephants Can't Dance? tells the story of IBM's competitive and cultural transformation. In his own words, Gerstner offers a blow-by-blow account of his arrival at the company and his campaign to rebuild the leadership team and give the workforce a renewed sense of purpose. In the process, Gerstner defined a strategy for the computing giant and remade the ossified culture bred by the company's own success. The first-hand story of an extraordinary turnaround, a unique case study in managing a crisis, and a thoughtful reflection on the computer industry and the principles of leadership, Who Says Elephants Can't Dance? sums up Lou Gerstner's historic business achievement. Taking readers deep into the world of IBM's CEO, Gerstner recounts the high-level meetings and explains the pressure-filled, no-turning-back decisions that had to be made. He also offers his hard-won conclusions about the essence of what makes a great company run. In the history of modern business, many companies have gone from being industry leaders to the verge of extinction. Through the heroic efforts of a new management team, some of those companies have even succeeded in resuscitating themselves and living on in the shadow of their former stature. But only one company has been at the pinnacle of an industry, fallen to near collapse, and then, beyond anyone's expectations, returned to set the agenda. That company is IBM. Lou Gerstner, Jr., served as chairman and chief executive officer of IBM from April 1993 to March 2002, when he retired as CEO. He remained chairman of the board through the end of 2002. Before joining IBM, Mr. Gerstner served for four years as chairman and CEO of RJR Nabisco, Inc. This was preceded by an eleven-year career at the American Express Company, where he was president of the parent company and chairman and CEO of its largest subsidiary. Prior to that, Mr. Gerstner was a director of the management consulting firm of McKinsey & Co., Inc. He received a bachelor's degree in engineering from Dartmouth College and an MBA from Harvard Business School.

Who Says Elephants Can't Dance? Louis V. Gerstner, 2003-12-16 Who Says Elephants Can't Dance? sums up Lou Gerstner's historic business achievement, bringing IBM back from the brink of insolvency to lead the computer business once again. Offering a unique case study drawn from decades of experience at some of America's top companies -- McKinsey, American Express, RJR Nabisco -- Gerstner's insights into management and leadership are applicable to any business, at any level. Ranging from strategy to public relations, from finance to organization, Gerstner reveals the lessons of a lifetime running highly successful companies.

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Who Says Elephants Can't Dance? Louis V. Gerstner, 2002 This is CEO Louis V. Gerstner Jr's memoir about the turnaround of IBM and his transformation of the company into the industry leader of the computer age. When Gerstner became CEO of IBM in 1993, shares were in freefall and the company was on the verge of collapse. Hired for his successful management of RJR Nabisco and American Express, Gerstner had no background in technology, but during his seven-year chairmanship, he transformed the company into the leading force of the computer age.

Who Says Elephants Can't Dance? ,2002

Summary: Who Says Elephants Can't Dance? BusinessNews Publishing, 2014-09-29 The must-read summary of Louis Gerstner's book: Who Says Elephants Can't Dance?: Inside IBM's Historic Turnaround. This complete summary of the ideas from Louis Gerstner's book Who Says Elephants Can't Dance? shares Gerstner's experiences in taking charge of IBM and turning the company around to regain its position as an industry leader. This book contains all of the challenges and obstacles faced by the company and how Gerstner overcame them. By learning about his step-by-step tactics, you can apply his solutions and take your business to the next level. Added-value of this summary: • Save time • Understand the key concepts • Expand your business knowledge To learn more, read Who Says Elephants Can't Dance?' and find out how you can overcome obstacles and put your business back on top!

IBM Redux Doug Garr, 2000-09-19 Focusing on Lou Gerstner, who rescued IBM from a death spiral and guided it back to being a vital corporation, Garr offers the inside story of one of the greatest comebacks in business history. A new Introduction by the author follows IBM into the 21st century, and lays out the challenges it faces.

Corporate Culture Eric Flamholtz, Yvonne Randle, 2011-04-08 Corporate Culture explains how culture is a key driver or determinant of the bottom line and why it is the ultimate source of sustainable competitive advantage in organizations.

What I Learned About Investing from Darwin Pulak Prasad, 2023-05-23 The investment profession is in a state of crisis. The vast majority of equity fund managers are unable to beat the market over the long term, which has led to massive outflows from active funds to passive funds. Where should investors turn in search of a new approach? Pulak Prasad offers a philosophy of patient long-term investing based on an unexpected source: evolutionary biology. He draws key lessons from core Darwinian concepts, mixing vivid examples from the natural world with compelling stories of good and bad investing decisions—including his own. How can bumblebees' survival strategies help us accept that we might miss out on Tesla? What does an experiment in breeding tame foxes reveal about the traits of successful businesses? Why might a small frog's mimicry of the croak of a larger rival shed light on the signs of corporate dishonesty? Informed by successful evolutionary strategies, Prasad outlines his counterintuitive principles for long-term gain. He provides three mantras of investing: Avoid big risks; buy high quality at a fair price; and don't be lazy—be very lazy. Prasad makes a persuasive case for a strategy that rules out the vast majority of investment opportunities and advocates permanently owning high-quality businesses. Combining punchy prose and practical insight, What I Learned About Investing from Darwin reveals why evolutionary biology can help fund managers become better at their craft.

Crafting Solutions for Troubled Businesses Stephen J. Hopkins, S. Douglas Hopkins, 2006 This is a practical guide to evaluating and addressing the challenges of a distressed business - whether due to being overleveraged, poorly managed, or is underperforming. The authors provide practical advice, based on their involvement collectively in more than 150 financially stressed businesses, on how to maximize the value of a troubled business.

Saving Big Blue Robert Slater, 1999-01-01 Documents how Lou Gerstner rescued IBM and discusses his leadership secrets

The Poor Always Pay Back Asif Dowla, Dipal Barua, 2006 The success of Grameen Bank and the microcredit movement as a whole has proved the credit worthiness of the poor beyond question. Grameen II shows that the poor, given the opportunity, will save a great deal and will always pay back

Inside the Leader's Mind Liz Mellon, 2012-12-27 Inside the Leader's Mind reveals the five common ways effective leaders think and gives you the tools you need to evolve your thinking and become a better leader. Drawn from the collective wisdom of 20 world-class leaders, Inside the Leader's Mind shows you how to think your way to the very top. Practical and straightforward, Inside the Leader's Mind will show you how to think differently so you can become a world-class leader.

Cross-Enterprise Leadership Richard Ivey School of Business, The, Carol Stephenson, 2010-12-13 In today's world of business where organizational boundaries are blurry, intense competition dictates rapid change, and complex issues and relationships cut across departments, business units, and even companies, the old hierarchical command-and-control management approach is no longer sufficient. Distributed leadership approaches are necessary and no one individual can do it all. In fact, an enterprise is more than just the traditional organization. Value today is often created not just within a company, but also across a network of companies. Being able to connect the various components and to work collaboratively within the network is essential to maintaining competitive advantage. Leaders today must be capable of identifying potential partners, initiating and maintaining relationships, resolving conflicts, and reconfiguring their relationships. Cross-Enterprise Leadership is a new model for success in today's world of complexity and ambiguity. Leaders who adopt this approach will be more comfortable dealing with ambiguity, uncertainty, complexity and time pressures, and with creating value through networks of relationships. Small, domestic, entrepreneurial companies are, by their very nature, cross-enterprise focused. Entrepreneurs will tell you that they live in a world of uncertainty and ambiguity and that they constantly need to adjust on the fly. Equally, large multi-national companies like Wal-Mart, Nestle, or Coca-Cola are inherently complex and issues and relationships cut across functions, levels, geographies, and companies. Cross-Enterprise Leadership goes beyond a functional perspective to understanding the complexity of business issues from all angles and how they can be integrated, how leaders can rely almost entirely on influence when they may be operating without power or authority, and how they can develop the capacity to make decisions and implement them in an environment filled with uncertainty and complexity. Most managers operate like the traditional orchestra-waiting to do their written part. But there is no tidy score for business today. CEL enables today's leaders to be more like a jazz band, improvising and building off of one another, creating music in real time and in relationship to one another.

Principles of War Carl von Clausewitz, 2012-03-08 DIVThe most cited, most controversial, and most modern book on warfare. The author examines moral and psychological aspects of war: courage, audacity, self-sacrifice, the importance of morale and public opinion, more. /div

Turning Around Failing Schools Joseph Murphy, Coby V. Meyers, 2007-11-01 Provides an in-depth examination of the causes and symptoms of degeneration and a two-part model for preventing educational collapse and crafting an effective turnaround.

A History of Leadership Morgen Witzel, 2019-12-06 The evolution of leadership into a widely accepted concept occurred without any shared understanding and acceptance of its meaning and relevance in contemporary society. Why do some people become leaders? What is the source and legitimacy of leadership power? This book journeys into the heart of the relationship between leaders and followers, the social space and the arena where both contest and collaboration take place and leadership itself is played out. In the

book, Morgen Witzel moves beyond traditional traits and skills framing, offering a fresh, historical analysis that involves many different actors with different motives and needs. By analysing the evolution of power relationships, the book analyses the interactions around how power is used and control is bargained for to illuminate the centrepiece of leadership. A wide-ranging history of a slippery subject, this book provides students, scholars and reflective practitioners with an empirical, historical base on which to test their own ideas and experiences.

The Enemy of Engagement Mark Royal, Tom Agnew, 2011 Includes bibliographical reference and index.

Beyond Good Company Bradley K. Googins, Philip H. Mirvis, Steven A. Rochlin, 2007-11-15 The authors have conducted extensive research into the role of business in public life, and this book develops the themes of that work. It takes a practice-oriented look at corporate citizenship, and uses real, behind the scenes examples from well-known companies to show that for many firms social responsibility is becoming more integrated into corporate strategy.

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