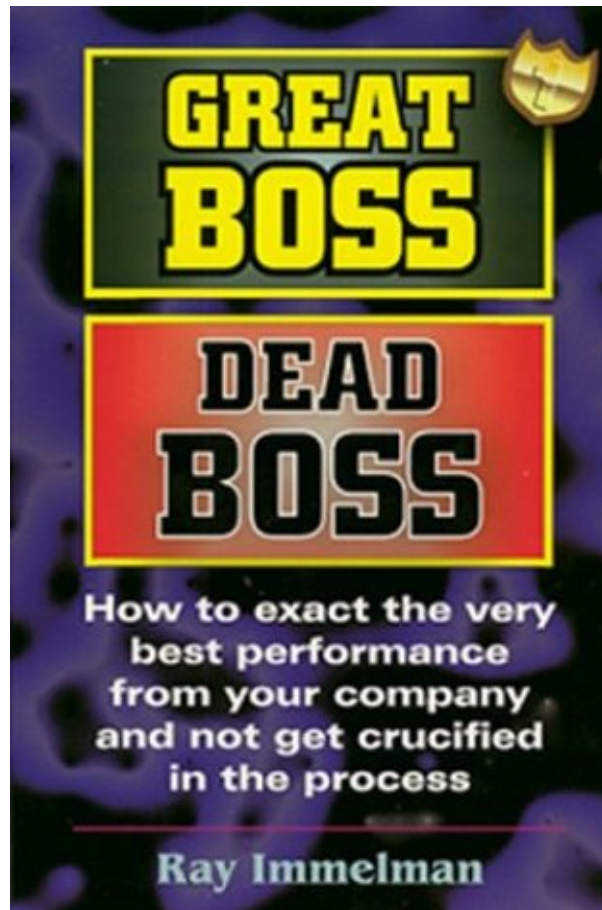
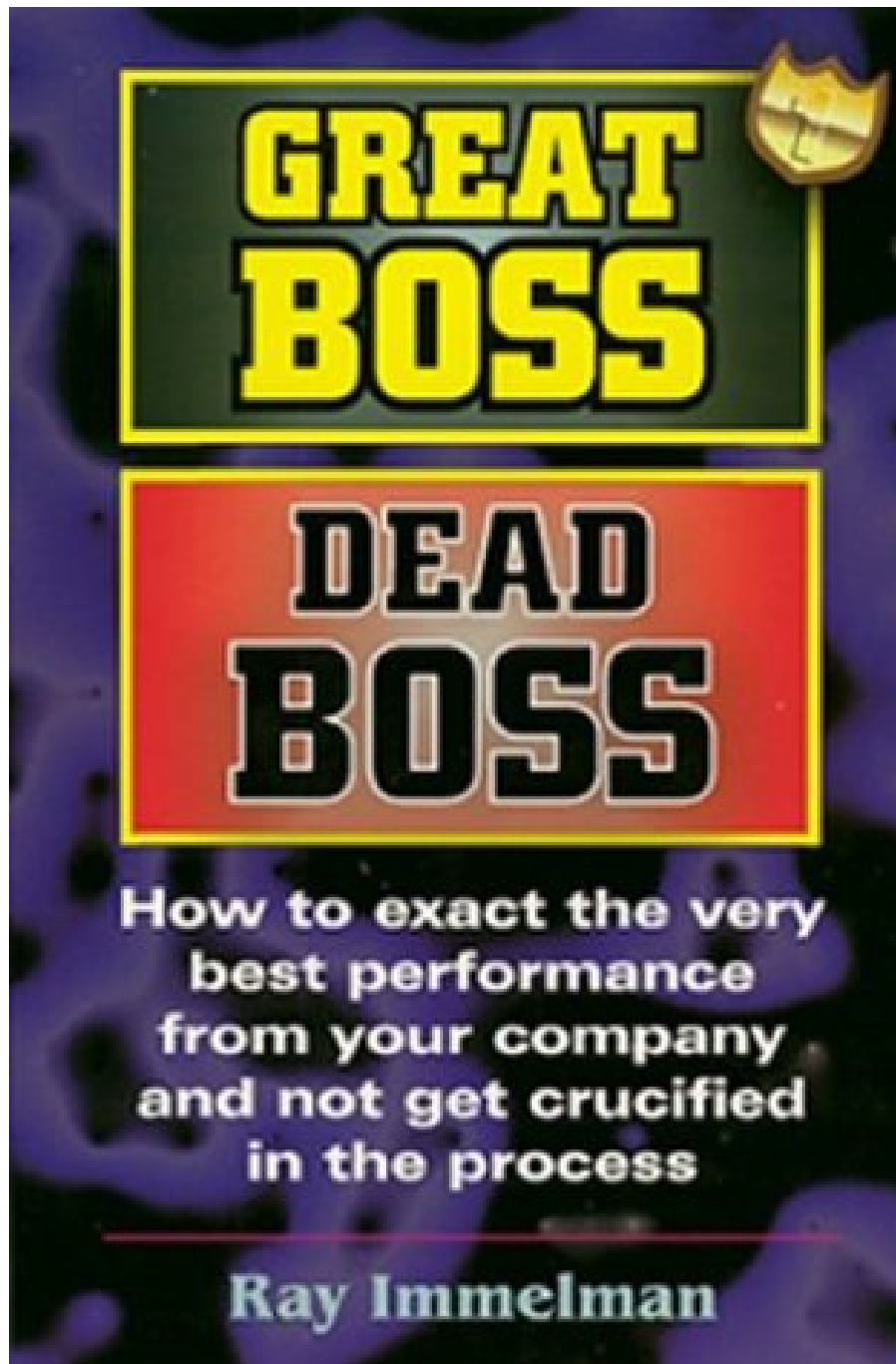


GREAT BOSS DEAD BOSS BY RAY IMMELMAN



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About the Author

Ray Immelman is a certified management consultant. He shares new insights in organizational behavior from his personal involvement in close to two hundred companies worldwide.

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GREAT BOSS DEAD BOSS BY RAY IMMELMAN PDF

Motivating entire organizations to embrace large-scale change is the biggest challenge most managers face. Ray Immelman's insightful book offers a new perspective on why groups resist change and how to leverage the very same trait to get change implemented.

Learn how to develop a strategy to gain buy-in and commitment to new behaviors on a large scale.

One of the richest businessmen in America described it as "Very to the point."

- Sales Rank: #474647 in Books
- Brand: Brand: Stewart Philip International
- Published on: 2003-09
- Original language: English
- Number of items: 1
- Dimensions: 8.75" h x 6.00" w x .75" l,
- Binding: Paperback
- 317 pages

Features

- Used Book in Good Condition

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2 of 2 people found the following review helpful.

Don't Diss My Tribe

By James Benson

For the last few years I've been building my company to have a specific type of self-reinforcing corporate culture. There is still authority, there is still people with assigned roles, but I wanted my group to feel truly energized about working on our products and projects.

I have noticed over the years that management books recommend a lot of activities but the subtext was always this: communication is the heart of a good environment.

My psychological training (sorry tom cruise) has also given me great insights into what motivates and what demotivates people. But those mechanistic models of action and reaction were always searching for a unifying construct.

Ray's construct is tribal behavior and balancing our need to feel good about ourselves and the groups to which we belong.

In essence, people tend to gravitate toward groups that reinforce their self-worth. Traditional business structures tend to rigidly group people and, by doing so, people identify with smaller groups of their own design rather than their larger corporate or office group. The results are seldom good.

When I was working for a large consulting company, I was initially part of and later the lead of their Intelligent Transportation Systems (ITS) Group. We had millions of dollars in contracts every year and, despite the work we put into educating the planners and engineers of what we did - they would routinely sub out ITS work.

At first we thought they were not getting what it was we were doing. But in reality what was happening was that they got much more value from subbing out our work. This value came from raising their stature in planning / engineering by being the "Prime" and maintaining their relationships with other companies thereby ensuring future work for their group.

Their tribal needs (engineering or planning tribes) were better served outsourcing the work, when our tribal needs (ITS tribe) would have been better served by keeping the work in house?

Who was right? Well, we both were. But in the end, the lack of communication between our groups created an adversarial atmosphere which impacted relationships and quality of work throughout the firm.

I find some holes in Ray's model - for example I find it a bit weak on the outside issue front. There are people out there who have issues outside the office that directly impact their response to things inside the office. Ray does cover this, but compared to his attention to detail on the rest of his model - this part seems a little weak.

Having said that, his model is sound and a great construct to help diffuse otherwise tense situations. You can be told that angry people have an unfulfilled need and that the proper response is to find out what that need is and discuss it all day ... but when someone is yelling in your face that's pretty hard to zero in on.

With Ray's model, there is a short cut to analyze the type of threat (as opposed to the specific threat) the person or group feels and then deal with that.

We're in the process of creating an employee manual and it's been bothering me for quite a while. It's rigid, dictatorial, and top-down. Great Boss Dead Boss has given me an inkling of how I'd like to re-create the concept of an employee manual. ... but it's just an inkling.

Lastly I'll note one other element of this model: when you think of your organization as an entity - as a tribe or whatever - it's important to give that entity substance. Substance that comes from a strong definition (not a mission statement) and a good sense of self.

Oddly, I had been working on that for the last few months. Gathering up the lore of Gray Hill Solutions, identifying why our processes work, and incorporating those two things into a single narrative to better explain why we do the things we do.

Suffice it to say, I'd highly recommend you read Ray's book.

Oh, and it's a narrative. But don't let that stop you.

0 of 0 people found the following review helpful.

Fantastic, delivers results

By AWB

After first hand working with Ray, I received this book as a parting gift. I was fantastically impressed. The book delves into great detail on optimizing organizations and overcoming certain obstacles, such as culture clashes. It is absolutely amazing how well it puts all of the pieces of the puzzle together; it highlights those fundamental, pivotal points throughout the book, after having given the reader a chance to look at the problems through the eyes of a manager. Also praiseworthy is the way that the book puts all these points together; many of these points are seen in some fashion dispersed throughout an MBA, experience, and other books, but Ray puts them together in one unified place and gives them order. This book should be standard, core reading for managers. It takes so many lessons and puts them all together in one compact, meaningful book. I would also emphasize this recommendation to those involved in M&A restructurings and those coming into a company in need of new practices. It has been key to the formation of practices at the recent venture that I've been leading, keeping the organization nimble and adaptive.

2 of 2 people found the following review helpful.

Unravelling the enigma in the riddle of motivation

By David V Hodes

Ray has done every organisational leader a great service by providing a framework for understanding the riddle wrapped in an enigma that is leadership. His insights into our tribal behaviour and how the dynamic of individual and collective security and value can not only be understood, but practically applied to the betterment of all, raises the bar for all interested in the field of group dynamics. His decision to use the form of a novel as the vehicle for the explanation of his insights makes them accessible and easily understood, whilst not diluting the power of the ideas themselves. I have always wondered how you can get a group of people with different and varied affiliations to not only work for the common good, but actually want to excel at doing so. In *Great Boss Dead Boss*, Ray shows the reader some high leverage answers to the question. The book, written in a captivating prose style, follows the protagonist Greg's journey of discovery, mentored by the crusty, wise Butch. In the storyline are countless nuggets of wisdom and insight which would serve well anyone who aspires to a position of leadership.

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