

IMPROVING PERFORMANCE

How to Manage the White Space on the Organization Chart

With over 100,000 copies sold worldwide, *Improving Performance* is recognized as *the* book that launched the Process Improvement revolution. In 1990, with Total Quality Management having gained full acceptance in American business, Geary A. Rummler and Alan P. Brache introduced a completely new approach to improving organizational performance. It was the first such approach to bridge the gap between organization strategy and the individual, concentrating on the flow of products, paper, and information *between* departments rather than simply on the activities *within* departments. In this revised and expanded new edition, Rummler and Brache reflect on the key needs of today's leading organizations faced with the challenge of managed change.

Filled with updated material on performance management systems, organization design, and more, this second edition of *Improving Performance* offers practical guidance and an integrated framework for achieving competitive advantage by learning how to manage organizations, processes, and jobs effectively. With multiple charts, checklists, hands-on tools, and case studies, Rummler and Brache document how they have implemented this Performance Improvement and Management methodology in over 250 successful projects with clients such as Hewlett-Packard, 3M, Shell Oil, and Citibank.

Through illustrative examples from organizations including AT&T, GTE, Ford, and Motorola, the authors show how their Process Management approach can:

- Forge a stronger link between strategy and process redesign
- Install a top-to-bottom measurement system that provides a foundation for continuous improvement and growth
- Overcome the common pitfalls in process redesign efforts
- implement the significant changes that result from Process Improvement projects
- Develop a customer-focused, participative, low-conflict, accountability-based culture