

**Chapter 1 : [PDF] 29 Leadership Secrets From Jack Welch Full Collection - Video Dailymotion**

*29 Leadership Secrets from Jack Welch follows in Welch's footsteps, boiling the legendary CEO's leadership successes down to 29 strategies that made GE the world's most competitive company and Welch the world's most successful and admired CEO.*

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**Chapter 2 : 29 Leadership Skills by Jack Welch by clear redial - Issuu**

*The first concise book of essential Welch-isms, abridged from the bestselling Get Better or Get Beaten Jack Welch built a career out of fighting waste. 29 Leadership Secrets from Jack Welch follows in Welch's footsteps, boiling the legendary CEO's leadership successes down to 29 strategies that made.*

Get Rid of the Fat! It was Welch who headed GE from April to September and who pioneered some of the most important business strategies of the past two decades. We now take these strategies for granted as part of the way American business is done: Moreover, Welch, unlike most other business leaders, created a tightly woven, carefully scripted business philosophy that provided brief, crisp guidelines for every aspect of business. Few other business leaders have articulated how to achieve maximum performance with such clarity and forthrightness. Before Welch took over at GE, the business world had revered large bureaucracies as critical for close monitoring of personnel; it had placed great faith in a command-and-control management system, encouraging senior management to overmanage; it had allowed the employee to attain a protected status by being assured of a job for life. Jack Welch punctured holes in each of these notions. His legacy is that he has forever altered these myths and has inspired managers of corporations around the world to behave far differently: Bureaucracies are much smaller, with fewer management layers; managers manage much less, delegating far greater authority to empowered employees; the right to a job for life is no longer guaranteed as management runs much tighter, more productive ships. Anyone in business, from the most powerful corporate managers to the hourly factory worker, has much to learn from Jack Welch and his ideas. Studying his leadership secrets tells us what American business was once like, and outlines how the tactics he pioneered have changed business for the better in so many ways. This page intentionally left blank. They must rally around a vision of what a business can become. Is there a secret formula for succeeding in business? But it makes sense to study a master—the man widely regarded as the ablest business leader of the modern era. How did Welch earn this kind of praise? He had great ideas, and he implemented them. In the balance of this book, we spell out those ideas in detail. Yes, Welch led a huge enterprise with , employees, but we believe that his ideas can be put to work in organizations of all sizes. Change is easy, right? The boss makes a decision, and employees implement it—right? Welch understood this fact, and yet he pushed for change almost from the minute he took over at GE in the spring of . Welch understood the challenges his company faced: New products, a different business environment every day, and a company within which every employee had to embrace change. In other words, always think fresh thoughts. Make it a habit to think about your business. Make whatever changes are necessary to improve things. Reexamine your agenda, and rewrite what needs to be rewritten. To many both inside and outside the company, it appeared that Welch could have left well enough alone. After all, GE was a model corporation, right? I could see a lot of [GE] businesses becoming. American business was inwardly focused on the bureaucracy. Change was occurring at a much faster pace than business was reacting to it. From then on, he announced, those businesses would have to be either number one or number two in their market. But if successful, it would position GE for double-digit growth for years to come. This was only a hint of things to come. It was the largest nonoil merger ever. The purchase represented a sea change for GE. Throughout much of its history, the company had a tradition of growing from within. Welch ignored that tradition. In , he launched an initiative that he called Work-Out, which was an ambitious year program to harness the brains of his employees. By the s, GE had emerged as the strongest company in America. Yet even that record of achievement did not keep Welch from exploring the next wave of change. We want to be more than that. We want to change the competitive landscape by being not just better than our competitors, but by taking quality to a whole new level. We want to make our quality so special, so valuable to our customers, so important to their success, that our products become their only real value choice. An openness to change. Business leaders who treat change like the enemy will fail at their jobs. Change is the one constant, and successful business leaders must be able to read the ever-changing business environment. Teach your colleagues to see change as an opportunity—a challenge that can be met through hard work and smarts. Welch always encouraged his managers and employees to be prepared to reexamine

their agenda and to make changes when necessary. To get there, he devised a strategy called Face Reality. It may sound simple, but getting any organization or group of people to see the world the way it is and not the way they wish it were or hope it will be is not as easy as it sounds. We have to permeate every mind in the company with an attitude, with an atmosphere that allows peopleâ€™in fact, encourages peopleâ€™to see things as they are, to deal with the way it is now, not the way they wish it would be. It was about scrutinizing the whole company and changing things. It was nothing short of a revolution. Bureaucratic waste would come to an end, he said. No longer could anyone write deceptive plans or propose unrealistic budgets. Henceforth, the tough decisions that had to be made would be made. Reading between the lines, Welch was really saying: Check your old excuses at the door. Stop insisting that life has been unfair to you. Deal with situations as they are. Not hoping, not waiting for the next plan. Getting on with it. Nor had he moved quickly enough to implement major changes at GE: I would have had a rude awakening. On balance, though, Welch made bold decisions that indicated he was a facing reality, b adjusting to that reality, and c moving quickly. In the early s, when he realized that GE would have to restructure, he was facing reality: GE needed to devote all of its resources to its strongest businesses. GE needed the acquisition to push hightech growth. In the late s, when he began the Work-Out program, he was facing reality: Employees needed a voice in running the company. In the mids, when Welch started his now-legendary Six Sigma quality program, he was facing reality: And in the late s, when the Internet came into its own, Welch faced a new reality. But as new models for doing business in cyberspace emerged, Welch set out to revamp the entire enterprise. He talked about the Internet, and facing reality, when he addressed GE shareholders in April Seeing reality today means accepting the fact that e-business is here. To Jack Welch, facing reality was of supreme importance. Stick your head in the sand, and your business will stay stuck in the past. If you face reality and move quickly, you have a chance to compete and win in a changing business environment. Business leaders who avoid reality are doomed to failure. Stick your head in the sand, says Welch, and you will fail. Face reality, and you may turn a bad situation into a great one. We found that with fewer layers we had wider spans of management. We were managing less, and that was better. Over the decades, whenever General Electric came up with a new management style, others in American business sought to emulate that style. GE decentralized, and decentralization became the rage. GE created enormous bureaucracies, and largeness became a virtue in the business world. Not so under Welch. He threw out the old rule book and constructed an entirely new set of principles on how to manage. Or more accurately, how not to manage. Welch argued that managing less was managing better. He wanted them to do less monitoring and less supervising and to give their employees more latitude. Conversely, he wanted far more decision making at the lower levels of the company. Instead, he wanted them to concentrate on creating a vision for their employees and to make sure that the vision was always on the mark and was being acted upon. This is counterintuitive, right? Who will make sure employees are working as hard as they can? Who will monitor inventory levels?

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Business leaders who treat change like the enemy will fail at their jobs. Change is the one constant, and successful business leaders must be able to read the ever-changing business environment. Let your employees know that change never ends. Teach your colleagues to see change as an opportunity—a challenge that can be met through hard work and smarts. Be ready to rewrite your agenda. Welch always encouraged his managers and employees to be prepared to re-examine their agenda and to make changes when necessary. Business leaders who avoid reality are doomed to failure. Act on reality quickly! They must adapt their business strategies to reflect that reality, and they must do so quickly. Turn your business around. Stick your head in the sand, says Welch, and you will fail. Face reality, and you may turn a bad situation into a great one. Teach your managers to manage less, even though their training may be to manage more. Treat employees with respect and build their confidence. Get out of the way. Employees do not need constant supervision. Let them do their jobs. You will be surprised at the results. Emphasize vision, not supervision. Managing less lets managers think big thoughts and come up with new ideas to benefit the business. Complications arise when people are cut off from vital information. Always keep the five key questions in mind: What does your global competitive environment look like? In the last 3 years, what have your competitors done? In the same period, what have you done to them? How might they attack you in the future? What are your plans to leapfrog them? Managing is allocating people and resources. Put the right people in the right job, give them what they need, and then get out of the way. Managers lead with vision. Managers must persuade others to implement through the force of vision. Do not try to set a detailed game plan for every situation. Create values that are consistent with the company vision. Values should reflect the vision, culture, and goals of the organization. Make sure there is room to maneuver. Core values should be constant, but the strategies may need to change with the competitive environment. By making your employees more accountable, you make your organization more productive. Consider reassigning them if their numbers continue to falter. Eliminate employees who do not live the company values, even if their numbers are good. Difficult, yes, but absolutely necessary. From the start, Welch had his finger on the pulse of the competitive environment. Keep a close tab on those key variables that create opportunities and challenges for your business. See things for what they are. Allocate resources to market-leading businesses, fix ailing companies, and jettison those that are not competitive. Begin with a vision. Nothing changes without a clear vision of where change is supposed to lead. The boldest vision may be the best vision. Number one and number two businesses can withstand downturns, but laggards fall further behind when times get tough. And are you sure all is well? CEOs should not run companies as if they were popularity contests. Do what you know is right for the long-term health of the organization. Remember that tough actions today may prevent far more complex problems later. Think outside the box. Both the RCA and Honeywell deals were audacious moves. Keep hunting for the little opportunities. The big ,old moves need to be part of a patient, systematic approach to mergers and acquisitions. Does your company have a way to make sure ideas are exchanged at every level and from every corner of the company? Find and implement the best ideas, no matter where they come from. Welch demolished the notion that the best ideas come only from within. Make sure that great ideas are followed by implementation. Unless the idea is acted on, it will have little impact. Hold idea-sharing meetings on a regular basis. Get a diverse group of managers together regularly. Make sure their ideas are translated into action. Reward employees for sharing knowledge. Find a way to reward managers and employees for sharing ideas and putting best practices to work at every level. Make sure your domestic base is solid before venturing abroad. Think globally and locally. To compete in the global economy, companies must develop a distinct strategy for each international market. Businesses, not companies, are global. Recognize that there are phases in globalization. Exporting often comes first. Local production may come second. Finally, local sourcing by companies run by local managers may be your third phase of globalization. Get rid of any layers of management that do not add real value to the process. How can I improve communications with the folks down below on the factory floor? Cutting executive jobs can be one

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of the most difficult decisions a manager has to make. Make the call based on objective criteria, not relationships. These three attributes build organizations that are able to change with the changing environment. Start with a simple message. The most effective communications are those that are easy to understand. Establish systems that foster self-confidence. Help people understand how their efforts are helping the company to succeed. Find ways to let people take risks and win. Welch had to work at it, but he knew he could instill the passion and informality of a small company into the soul of GE. Welch removed layers and sector heads that did not add value. Do you know your customers? This is a good yardstick. Welch likes to compare his company to the corner grocery store. Do you know your customers, and do they know you? If not, you have your work cut out for you. Anything that disrupts communications between departments and employees or between employees and outside constituents is bad. Model behaviours with senior managers. They also set a positive pattern for others in the company. To achieve boundarylessness in your organization, involve everybody. If boundaries are deeply ingrained, consider holding a Work-Out session see Leadership Secrets 18 to Make sure that everyone knows how important his or her contribution is to the overall effort. Turn workers into owners. Welch waited until before implementing Work-Out.

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