

CONTAGIOUS SUCCESS

Spreading High Performance Throughout Your Organization

SUSAN ANNUNZIO

SUSAN ANNUNZIO is the founder and CEO of the Hudson Highland Center for High Performance. She specializes in working with corporate leaders to help them maximize their returns on strategic, financial and human capital investments. Ms. Annunzio (a graduate of Loyola University) is also adjunct professor at the University of Chicago Graduate School of Business and a regular guest lecturer at INSEAD business school in Fontainebleau, France and at General Electric's Crotonville Corporate Training Center. She is the author of two books, *Communicoding* and *Evolutionary Leadership*.

The Web site for this book is at www.contagioussuccess.com.

SUMMARIES.COM is a concentrated business information service. Every week, subscribers are e-mailed a concise summary of a different business book. Each summary is about 8 pages long and contains the stripped-down essential ideas from the entire book in a time-saving format. By investing less than one hour per week in these summaries, subscribers gain a working knowledge of the top business titles. Subscriptions are available on a monthly or yearly basis. Further information is available at www.summaries.com.

MAIN IDEA

To attempt to identify the management behaviors which accelerate profitable growth, an in-depth study of 3,000 knowledge workers around the world was carried out. Although 77-percent of these respondents claimed they belonged to a high-performing workgroup, only 10-percent of them actually belonged to workgroups that generated profitable new products, services or processes. In other words, even the best performing business units could do much better if company leaders could better harness the employee brainpower they already have available.

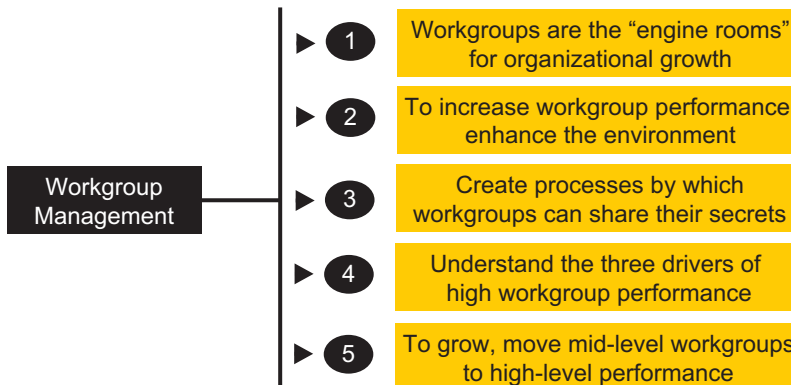
With this in mind, the best way to respond to the changing demands of the marketplace and to succeed in growing is:

- Look inside your organization, identify your high performing workgroups and do everything feasible to enhance their performance.
- Share the secrets of your strongest workgroups with mid-level performers so they can make the step up.
- Spend more time nurturing your high performers and less time cutting workgroups which are performing poorly.
- Grow your business by building and managing your individual workgroups more effectively.
- Don't fall into the trap of using conventional thinking, but take advantage of workgroup based reality thinking instead.

"To be a winner, you need to achieve results the right way. Once you do that, success is contagious." – Susan Annunzio

1. The Basic Principles of Workgroup Management Pages 2 - 5

To grow your business, narrow your focus. Get to better understand your top-performing workgroups and do everything feasible to better leverage what those top workgroups do. Replicate those workgroups by helping the mid-level performers perform better. That way you can spread success throughout your entire organization and maximize the amount of creative thinking that takes place. This is the path to growth.



2. Defying Conventional Wisdom Pages 6 - 8

To get different places in the future, you'll need to be willing to think and act differently. Rejecting conventional wisdom is never easy, but it's the only way to move forward. To get to where you want to be in the future, replace conventional thinking with workgroup-based reality thinking. Do that consistently, and you'll be impressed with the results.

	Conventional Thinking	Workgroup Reality Thinking
▶ 1	You're successful if you meet your quarterly targets	Short-term thinking stunts long-term growth
▶ 2	Company leaders help workgroup performance	Workgroup leaders protect their groups from leaders
▶ 3	Productivity = High performance	Productivity + Innovation = High performance
▶ 4	A workgroup leader is the most important must-have	The environment is more important than the leader
▶ 5	High-potential individuals drive workgroups	It's the workgroup that counts, not the individual
▶ 6	To grow, eliminate low-performing workgroups	Even high-performance workgroups have room to grow
▶ 7	When facing challenges, bring in outside consultants	Your employees already know how to solve problems
▶ 8	Grow by fixing what's wrong with the organization	Look for "dumb" ideas – they can be paradigm shifts
▶ 9	Keep information confidential	Workers need more information, not less, to excel
▶ 10	Concentrate on retaining the best talent	Build the right environment and the talent will come to you

Summaries.Com

The Ultimate Business Library



We condense **300+ page** business books into **8-page** summaries.

By reading summaries, you'll get the **key ideas** in **30 mins**, so you can spend more time turning your ideas into **dollars**.

Knowledge is Power — Invest in Your Future

For just **\$2 per week**, you will...

- Learn from the mistakes and success of the smartest people in business;
- Get fresh ideas, strategies & motivation that could be worth millions to you;
- Follow emerging trends, so you can catch the wave before your competitors do;
- Catch up on the classics you always wanted to read.

1,000 Top Business Book Summaries

Our catalog includes summaries on a range of topics for aspiring entrepreneurs, managers, and consultants.

BUSINESS PLANS

MANAGEMENT

PRESENTATIONS

SALES

LEADERSHIP

MOTIVATION

STRATEGY

AND MORE

