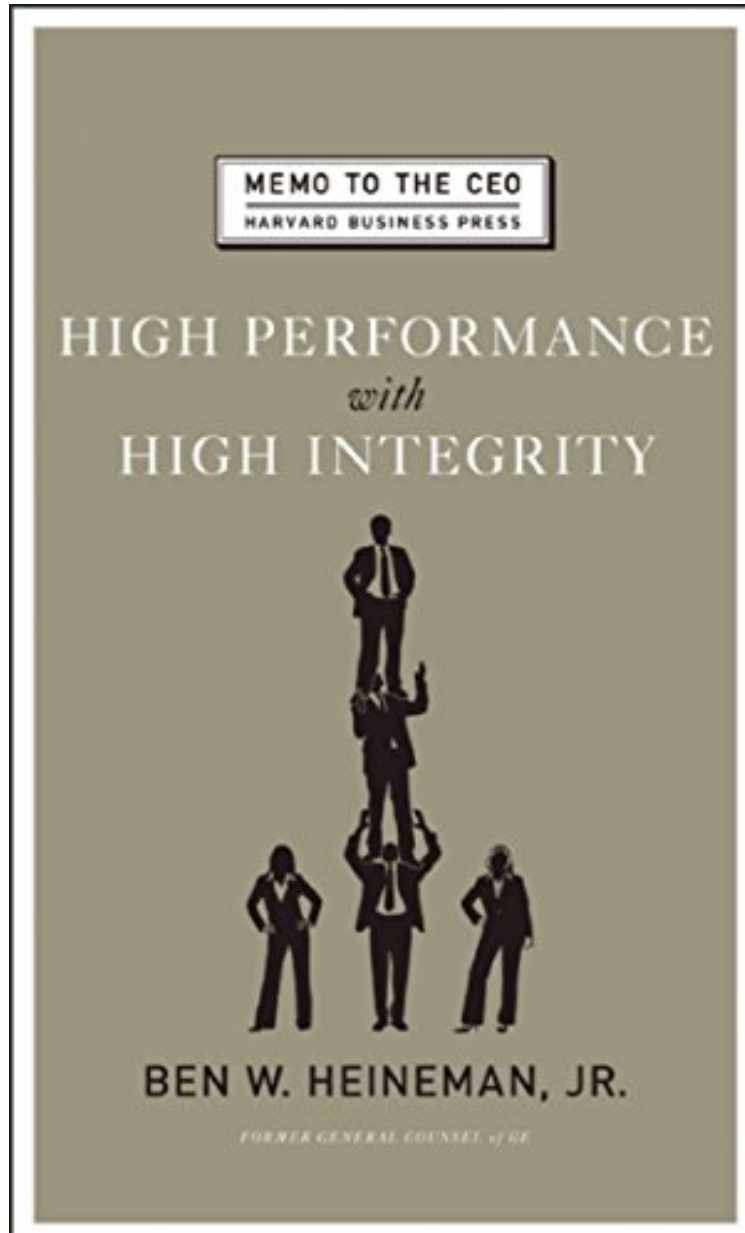


[Download] High Performance with High Integrity (Memo to the CEO)

High Performance with High Integrity (Memo to the CEO)

Ben W. Heineman Jr.

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Ben W. Heineman Jr. : High Performance with High Integrity (Memo to the CEO) before purchasing it in order to gauge whether or not it would be worth my time, and all praised High Performance with High Integrity (Memo to the CEO):

0 of 0 people found the following review helpful. A Great Little Book - With High Impact By Hank Boerner Tuck this book in your briefcase for travel and home reading. Ben Heineman Jr brings years of experience and perspective to

this book which (in my view) is an outstanding business book for those starting out in their career or we "grizzled veterans" of the business wars. Consider this important view from the author: "...Compensation and promotion decisions are always going to be matters of judgment. But personalized goals and objectives plus explicit integrity comp guidelines -- which affect a component of pay and are factors in promotions -- provide essential, real world incentives that can have a significant role in creating the high-performance-with-high-performance culture. They can turn a corporate cliché - (that is, integrity is considered in compensation decisions) -- into a core corporate principle." Integrity is essential to high-performance organizations. This book may have helped avoid some of the high-impact crashes we've seen in recent business history. As a crisis and issues manager, I found this book very helpful. It explains quite clearly what a high-performance organization is -- and how to get there. 5 of 5 people found the following review helpful. Valuable Tips By Michael P. Maslankal would have given this book a 5 but a lot of it is full of corporate speak which may be the language of choice in mega corporations like GE but does little to help the rest of us. When the book drills down to the mechanics of infusing performance with integrity it excels. Some of the excellent ideas: have employees report the more palatable (to them) "concerns", not illegal conduct and you will get more information on what may be going wrong in the corporation; ID employees at risk of corruption of ethics violations (such as those in overseas assignments or in purchasing etc) and focus customized training on them; explain to employees not only what to do but give them "red flag" examples of dangerous situations so they know if they are cruising off course; use case studies because a story teaches more than a lecture. One other insight: when a company confronts a crisis, one thing needs to be said asap to the corporate crisis team: we will be judged by what we do from this moment on. 0 of 0 people found the following review helpful. It's both winning and how you play the game. By Jonathan Groner Ben Heineman Jr., the former longtime general counsel of General Electric, summarizes his point nicely in this brief and thoughtful book: It's both whether you win or lose AND how you play the game that matter. In this handbook for the CEO's of the twenty-first century, Heineman rejects both the facile notion that corporations exist only to maximize profit and the similarly superficial idea that corporations should worry less about the bottom line and more about their impact on society. To Heineman, high performance and high integrity are equally important and are indeed inseparable. What sets this book apart from other business how-to books is the specificity of Heineman's writing and of his examples. In his twenty years at GE, employees who demonstrated lack of integrity were routinely disciplined and fired, and Heineman explains why and for what. GE didn't just talk the talk. Values and integrity mattered, and the company was the better for it. This would have been a five-star review were it not for the fact that Heineman repeats himself too much. This short book would have been better had it been even briefer.

Our free-market capitalist system is the world's greatest driver of prosperity, but it has a dark side. Under intense pressure to make the numbers, executives and employees face temptation to cut corners, fudge accounts, or worse. And in today's unforgiving environment, such lapses can be catastrophic. Fines and settlements have amounted to billions of dollars. Careers and companies have imploded. In *High Performance with High Integrity*, Ben Heineman argues that there is only one way for companies to avoid such failures: CEOs must create a culture of integrity through exemplary leadership, transparency, incentives, and processes, not just rules and penalties. Heineman, GE's chief legal officer and a member of both Jack Welch's and Jeff Immelt's senior management teams for nearly twenty years, reveals crucial "performance with integrity" principles and practices that you can begin applying immediately, and shows how you can drive performance by integrating integrity systems and processes deep into company operations. Such principles and practices also create affirmative benefits: inside the corporation, in the marketplace and in society. Concise and insightful, this book provides a much-needed corporate blueprint for doing well while doing good in the high-pressure global economy. From our new Memo to the CEO series--solutions-focused advice from today's leading practitioners.

About the Author Ben W. Heineman Jr., is Distinguished Senior Fellow at Harvard Law School's Program on the Legal Profession and a Senior Fellow at the Belfer Center for Science and International Affairs at Harvard's Kennedy School of Government. He was GE's Senior Vice President-General Counsel from 1987 to 2003 and Senior Vice President for Law and Public Affairs from 2004 until his retirement at the end of 2005.