



# **Managing for Excellence: The Guide to Developing High Performance in Contemporary Organizations (Wiley Management Series on Problem Solving, Decision Making and Strategic Thinking)**

*David L. Bradford, Allan R. Cohen*

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"Managing for Excellence is above all usable. Its helpful, down-to-earth advice can transform any leader from merely good to positively outstanding. These are the ideas managers can not only admire but act on as well-the highest compliment for a manager's guidebook." -Rosabeth Moss Kanter Author of The Change Masters

The bestseller that revolutionized management's vision of itself

In the mid-1980s, the notion that the most successful managers are no longer heroic, but share power and responsibility, was so revolutionary that it bordered on heresy. But the ideas championed by David Bradford and Allan Cohen in *Managing for Excellence* proved so effective that, virtually overnight, thousands of skeptical upper-level managers became true believers.

*Managing for Excellence* isn't just for CEOs, presidents, and veeps-the battle-tested methods laid out in this book help middle managers turn the strategic designs of upper management into reality. Bradford and Cohen reveal how great managers succeed by bringing out the best in their employees. They show managers how to:

- \* Develop a cohesive team that jointly owns critical management issues
- \* Deal with difficult problems head-on and make core decisions through consensus
- \* Encourage healthy competition against objective standards of excellence
- \* Be decisive leaders while encouraging input from team members
- \* Manage daily procedures, adapt to change, and maintain a vision of the future simultaneously

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