

Superior Productivity In Healthcare Organizations Second Edition How To Get It How To Keep It

Abstract: To stay competitive in this new healthcare environment, providers must deliver the highest quality, appropriate care in an efficient, affordable manner. With the implementation of the 2010 Affordable Care Act (ACA) and the most recent changes in healthcare, healthcare organizations are under pressure to decrease cost, improve efficiency, reduce errors, and provide a high-quality care. Hospitals and organizations are currently implementing various projects to provide high-value patient care while demonstrating superior quality, safety, service, and value. This approach allows the institution to gain higher reimbursements and avoid penalties. With nearly 21 million blood products transfused annually and 1.75 million tissues implanted annually, organizations are evaluating Information Technology (IT) investments that can enhance the patient experience, improve outcomes, provide efficient care, and enhance internal clinical processes. The implementation of OneBlood LIS can help healthcare organizations meet their goal. Increasing efficiency and lowering cost does not mean the company has to compromise quality. OneBlood Computer System is a software with a multi-functionalities system that can help add value in health care by improving patient safety, increasing efficiency, enhancing the quality of care, decreasing hands-on time, improving productivity, reducing errors, supporting regulatory compliance and increasing profits.

THE PROVEN MODEL FOR DRIVING POSITIVE ORGANIZATIONAL CHANGE Cleveland Clinic has long been recognized for driving some of the best clinical outcomes in the nation, but it was not always a leader in patient experience. There was a time when this revered organization ranked among the lowest in the country in this area. Within ten years, however, it had climbed to among the highest and has emerged as the thought leader in the space. How did Cleveland Clinic turn itself around so effectively and so quickly? More important, how can you do the same with your organization? In gripping, visceral, on-the-ground fashion, *Service Fanatics* reveals the strategies and tactics the Clinic applied to become one of today's leading patient-experience healthcare organizations--methods that seamlessly translate to any business seeking to improve its customer experience. This strategic guide covers: How the Clinic's leaders redefined the concept of patient experience and developed a strategy to improve it Critical lessons learned regarding organization, recruitment, training, and measuring service excellence Ways in which the Clinic aligned its entire workforce around its Patients First strategy How leaders improved the critical element of physician communication Rather than view patients simply as sick people who need treatment, Cleveland Clinic sees them also as important stakeholders in the organization's success. Patients are customers--who desire, pay for, and deserve the best possible care and experience during what is often a challenging time in their lives. Featuring customer service case studies, as well as invaluable insight from C-level executives at top corporations in various industries, *Service Fanatics* provides actionable lessons for any manager and business leader beyond healthcare. Whether you run a healthcare institution, nonprofit, or for-profit business, *Service Fanatics* will help you create the kind of customer experience that promises to transform your organization into an industry powerhouse.

Increasing Management Relevance and Competitiveness contains the papers presented at the Global Conference on Business, Management and Entrepreneurship (the 2nd GC-BME 2017), Surabaya, Indonesia on the 9th of August, 2017. The book covers 7 topics: 1. Organizational Behavior, Leadership, and Human Resources Management 2. Innovation, Operations and Supply Chain Management 3. Marketing Management 4. Financial Management and Accounting 5. Strategic Management, Entrepreneurship, and Contemporary Issues 6. Green Business 7. Management and Economics Education.

"[This book is] the most authoritative assessment of the advantages and disadvantages of recent trends toward the commercialization of health care," says Robert Pear of *The New York Times*. This major study by the Institute of Medicine examines virtually all aspects of for-profit health care in the United States, including the quality and availability of health care, the cost of medical care, access to financial capital, implications for education and research, and the fiduciary role of the physician. In addition to the report, the book contains 15 papers by experts in the field of for-profit health care covering a broad range of topics--from trends in the growth of major investor-owned hospital companies to the ethical issues in for-profit health care. "The report makes a lasting contribution to the health policy literature."--*Journal of Health Politics, Policy and Law*.

Managing Your Scarcest Resources Business leaders know that the key to competitive success is smart management of scarce resources. That's why companies allocate their financial capital so carefully. But capital today is cheap and abundant, no longer a source of advantage. The truly scarce resources now are the time, the talent, and the energy of the people in your organization--resources that are too often squandered. There's plenty of advice about how to manage them, but most of it focuses on individual actions. What's really needed are organizational solutions that can unleash a company's full productive power and enable it to outpace competitors. Building off of the popular *Harvard Business Review* article "Your Scarcest Resource," Michael Mankins and Eric Garton, Bain & Company experts in organizational design and effectiveness, present new research into how you can liberate people's time, talent, and energy and unleash your organization's productive power. They identify the specific causes of organizational drag--the collection of institutional factors that slow things down, decrease output, and drain people's energy--and then offer a pragmatic framework for how managers can overcome it. With practical advice for using the framework and in-depth examples of how the best companies manage their people's time, talent, and energy with as much discipline as they do their financial capital, this book shows managers how to create a virtuous circle of high performance.

Health care org. have used these Criteria to address these challenges: focus on core competencies, intro. new technol., reduce costs, commun. and sharing info. electronically, estab. new alliances with health care providers, or maintain market advantage. Whatever the size of your org., the Criteria provides a valuable framework that can help you plan in an uncertain environ. Use the Criteria to assess performance on these indicators: health care outcomes; patient satis.; and operational, staff, and financial indicators. The 2009-2010 Criteria can help you align resources with approaches, such as Plan-Do-Check-Act cycles, a Balanced Scorecard, and Six Sigma; improve commun., productivity, and effectiveness; and achieve strategic goals. Illus.

This book is the first to address the most urgent issues, combining a solid basic research approach with applied individual and stress issues, including interventions. Throughout, the focus is on our latest knowledge about various causes of stress and its neuro-cognitive and biological implications. World-renowned authors from Europe as well as the US describe how stress affects the brain of young people as well as adults. They cover the topic from all perspectives, showing how stress affects life in general, from the societal and organizational level to the individual, organ and molecular level. While the book clearly points out stress as a

risk factor to health, it also offers a number of evidence-based methods to cope with stress and even ride the positive energy of stress - both as an individual, as well as what managers can do to create a healthy and productive workplace. Written in a reader-friendly and appealing style, the book provides real-life examples from various laboratories, as well as such events as the Volvo Ocean Race, the largest around-the-globe sailing competition. Essential reading for clinicians and biologists, as well as for a wide range of students, including medicine and public health, but also managers and HR staff. With a Foreword by Nobel Laureate Professor Arvid Carlsson (Medicine 2000).

Master the latest imaging procedures and technologies in Nuclear Medicine! *Medicine and PET/CT: Technology and Techniques*, 8th Edition provides comprehensive, state-of-the-art information on all aspects of nuclear medicine. Coverage of body systems includes anatomy and physiology along with details on how to perform and interpret related diagnostic procedures. The leading technologies — SPECT, PET, CT, MRI, and PET/CT — are presented, and radiation safety and patient care are emphasized. Edited by nuclear imaging and PET/CT educator Kristen M. Waterstram-Rich and written by a team of expert contributors, this reference features new information on conducting research and managing clinical trials. Complete coverage of nuclear medicine eliminates the need to search for information in other sources. Foundations chapters cover basic math, statistics, physics and instrumentation, computers, lab science, radiochemistry, and pharmacology, allowing you to understand how and why procedures are performed. PET/CT focus with hybrid PET/CT studies provides information that is especially beneficial to working technologists. Accessible writing style and approach to basic science subjects simplifies topics, first introducing fundamentals and progressing to more complex concepts. Procedure boxes provide step-by-step instructions for clinical procedures and protocols, so you can perform each with confidence. CT Physics and Instrumentation chapter provides the knowledge needed for clinical success by introducing CT as it is applied to PET imaging for combined PET/CT studies. Key terms, chapter outlines, learning objectives, and suggested readings help you organize your study. Table of Radionuclides used in nuclear medicine and PET is provided in the appendix for quick reference. More than 50 practice problems in the Mathematic and Statistics chapter let you brush up on basic math skills, with answers provided in the back of the book. 12-page, full-color insert includes clear PET/CT scans showing realistic scans found in practice. A glossary provides definitions of key terms and important concepts. UPDATED content reflects the latest advances and provides the information you need to pass the boards. NEW information on conducting research and managing clinical trials prepares you more fully for clinical success. New information on administrative procedures includes coverage of coding and reimbursement. NEW practice tests on the Evolve companion website help you apply your knowledge. NEW! A second color in the design highlights the most important material for easier study and understanding.

Printed in full color. Do you ever look at the clock and wonder where the day went? You spent all this time at work and didn't come close to getting everything done. Tomorrow try something new. Use the Pomodoro Technique to work in focused sprints throughout the day. In *Pomodoro Technique Illustrated*, Staffan N teberg shows you how to organize your work to accomplish more in less time. There's no need for expensive software or fancy planners. You can get started with nothing more than a piece of paper, a pencil, and a kitchen timer. You have so much you need to accomplish today. Your list is a mile long and you find yourself getting interrupted every other minute. You'd like to tell everyone to leave you alone, but most of the interruptions are coming from you! You think of a phone call you need to make or a web site you need to check and before you know it you're answering email, checking twitter, and finding a million other things to occupy your time. You need to focus---really focus. The Pomodoro Technique puts you back in charge of your day. You'll apply successful techniques from software engineering to identify what you should be doing today and to help you achieve your goals. Your mind won't wander when it is fully engaged in short bursts of focused activity. Learn to work less and accomplish more using nothing more than paper, pencil, and a simple kitchen timer. Set the timer and start on your next Pomodoro. When the bell rings take a break. This personal approach to timeboxing is at the core of the Pomodoro technique and this book is filled with advice on how get started and how to tailor it to your own needs. This book addresses the rising productivity gap between the global frontier and other firms, and identifies a number of structural impediments constraining business start-ups, knowledge diffusion and resource allocation (such as barriers to up-scaling and relatively high rates of skill mismatch).

The thoroughly revised and updated fourth edition of *Foodservice Manual for Health Care Institutions* offers a review of the management and operation of health care foodservice departments. This edition of the book—which has become the standard in the field of institutional and health care foodservice—contains the most current data on the successful management of daily operations and includes information on a wide range of topics such as leadership, quality control, human resource management, product selection and purchasing, environmental issues, and financial management. This new edition also contains information on the practical operation of the foodservice department that has been greatly expanded and updated to help institutions better meet the needs of the customer and comply with the regulatory agencies' standards. TOPICS COVERED INCLUDE: Leadership and Management Skills Marketing and Revenue-Generating Services Quality Management and Improvement Planning and Decision Making Organization and Time Management Team Building Effective Communication Human Resource Management Management Information Systems Financial Management Environmental Issues and Sustainability Microbial, Chemical, and Physical Hazards HACCP, Food Regulations, Environmental Sanitation, and Pest Control Safety, Security, and Emergency Preparedness Menu Planning Product Selection Purchasing Receiving, Storage, and Inventory Control Food Production Food Distribution and Service Facility Design Equipment Selection and Maintenance Learning objectives, summary, key terms, and discussion questions included in each chapter help reinforce important topics and concepts. Forms, charts, checklists, formulas, policies, techniques, and references provide invaluable resources for operating in the ever-changing and challenging environment of the food-service industry. Companion Web site: www.josseybass.com/go/puckett4e Additional resources:

www.josseybasspublichealth.com

This report describes the current situation with regard to universal health coverage and global quality of care, and outlines the steps governments, health services and their workers, together with citizens and patients need to urgently take.

This book thoroughly examines organization theory, organization behavior, and organization development in the unique context of the healthcare setting. Each section contains key chapters that address foundations, research, and new directions in these domains.

New Leadership for Today's Health Care Professionals: Cases and Concepts, Second Edition explores various components of the health care system and how leaders should respond in these arenas. The Second Edition is a thorough revision that offers a comprehensive view of the leadership competencies necessary to be successful in today's healthcare industry. Each chapter is written by a leader in the healthcare industry under the guidance of the editors who have many years' experience in academia.

The Future of Nursing explores how nurses' roles, responsibilities, and education should change significantly to meet the increased demand for care that will be created by health care reform and to advance improvements in America's increasingly complex health system. At more than 3 million in number, nurses make up the single largest segment of the health care work force. They also spend the greatest amount of time in delivering patient care as a profession. Nurses therefore have valuable insights and unique abilities to contribute as partners with other health care professionals in improving the quality and safety of care as envisioned in the Affordable Care Act (ACA) enacted this year. Nurses should be fully engaged with other health professionals and assume leadership roles in redesigning care in the United States. To ensure its members are well-prepared, the profession should institute residency training for nurses, increase the percentage of nurses who attain a bachelor's degree to 80 percent by 2020, and double the number who pursue doctorates. Furthermore, regulatory and institutional obstacles -- including limits on nurses' scope of practice -- should be removed so that the health system can reap the full benefit of nurses' training, skills, and knowledge in patient care. In this book, the Institute of Medicine makes recommendations for an action-oriented blueprint for the future of nursing. Building on the revolutionary Institute of Medicine reports *To Err is Human* and *Crossing the Quality Chasm, Keeping Patients Safe* lays out guidelines for improving patient safety by changing nurses' working conditions and demands. Licensed nurses and unlicensed nursing assistants are critical participants in our national effort to protect patients from health care errors. The nature of the activities nurses typically perform -- monitoring patients, educating home caretakers, performing treatments, and rescuing patients who are in crisis -- provides an indispensable resource in detecting and remedying error-producing defects in the U.S. health care system. During the past two decades, substantial changes have been made in the organization and delivery of health care -- and consequently in the job description and work environment of nurses. As patients are increasingly cared for as outpatients, nurses in hospitals and nursing homes deal with greater severity of illness. Problems in management practices, employee deployment, work and workspace design, and the basic safety culture of health care organizations place patients at further risk. This newest edition in the groundbreaking Institute of Medicine *Quality Chasm* series discusses the key aspects of the work environment for nurses and reviews the potential improvements in working conditions that are likely to have an impact on patient safety.

Effective healthcare delivery is a vital concern for citizens and communities across the globe. The numerous facets of this industry require constant re-evaluation and optimization of management techniques. *The Handbook of Research on Healthcare Administration and Management* is a pivotal reference source for the latest scholarly material on emerging strategies and methods for delivering optimal healthcare opportunities and solutions. Highlighting issues relating to decision making, process optimization, and technological applications, this book is ideally designed for policy makers, administrators, students, professionals, and researchers interested in achieving superior healthcare solutions.

International Transaction Journal of Engineering, Management, & Applied Sciences & Technologies publishes a wide spectrum of research and technical articles as well as reviews, experiments, experiences, modelings, simulations, designs, and innovations from engineering, sciences, life sciences, and related disciplines as well as interdisciplinary/cross-disciplinary/multidisciplinary subjects. Original work is required. Article submitted must not be under consideration of other publishers for publications.

When deteriorating margins jeopardize your hospital's or health system's financial health, take your organization off the critical list with *Superior Productivity in Health Care Organizations: How to Get It, How to Keep It*. Loaded with practical, enduring solutions, this book will help hospital and health system management reclaim lost productivity in a surprisingly short time and at low cost. Based on the author's direct experience with over 50 hospitals, the text takes you step by step through the process from analysis to implementation of productivity standards and beyond. Learn to: Identify and avoid the pitfalls that make most popular productivity strategies go awry Reduce expenses to match the organization's revenues Develop and implement realistic and understandable labor standards Relate productivity to strategic goals Resolve underlying management problems and implement core productivity concepts Determine the proper role for department managers in increasing productivity Determine the optimal time to use benchmarking Avoid falling back on stopgap measures (e.g., layoffs) Institute effective, customized monitoring systems and protocols Develop suitable incentives and consequences for performance Formulate new procedures to capture and build on what has been accomplished Invigorate the productivity of any organization with entrepreneurship and innovation Overcome entrenched politics that put off needed changes Dozens of incisive illustrations, tables, flowcharts, and case studies illuminate the text's core concepts of measurement, accountability, simplicity, and fairness. Get the only book that tackles head on the productivity and viability issues on the minds of hospital administrators, physicians, corporate health system staff,

financial executives, practice management administrators, clinical and technical mgrs, business planning and financial analysts, marketing specialists, health care consultants, and undergraduate and graduate students in health administration.

Some issues accompanied by supplements.

A quick, easy-to-consult source of practical overviews on wide-ranging issues of concern for those responsible for the health and safety of workers This new and completely revised edition of the popular Handbook is an ideal, go-to resource for those who need to anticipate, recognize, evaluate, and control conditions that can cause injury or illness to employees in the workplace. Devised as a "how-to" guide, it offers a mix of theory and practice while adding new and timely topics to its core chapters, including prevention by design, product stewardship, statistics for safety and health, safety and health management systems, safety and health management of international operations, and EHS auditing. The new edition of Handbook of Occupational Safety and Health has been rearranged into topic sections to better categorize the flow of the chapters. Starting with a general introduction on management, it works its way up from recognition of hazards to safety evaluations and risk assessment. It continues on the health side beginning with chemical agents and ending with medical surveillance. The book also offers sections covering normal control practices, physical hazards, and management approaches (which focuses on legal issues and workers compensation). Features new chapters on current developments like management systems, prevention by design, and statistics for safety and health Written by a number of pioneers in the safety and health field Offers fast overviews that enable individuals not formally trained in occupational safety to quickly get up to speed Presents many chapters in a "how-to" format Featuring contributions from numerous experts in the field, Handbook of Occupational Safety and Health, 3rd Edition is an excellent tool for promoting and maintaining the physical, mental, and social well-being of workers in all occupations and is important to a company's financial, moral, and legal welfare.

Superior Productivity in Health Care Organizations How to Get It, how to Keep it

First published in 2000, this volume, along with its counterpart, consist of contributions to the history of management and management thought which ask and assess how important managing democratic organizations is today, and how important it will prove to be moving forward, presenting both optimistic and pessimistic interpretations. This collection describes three interrelated research programmes in the form of 38 classic essays and lists 21 authors.

Hospitals and nursing homes are responding to changes in the health care system by modifying staffing levels and the mix of nursing personnel. But do these changes endanger the quality of patient care? Do nursing staff suffer increased rates of injury, illness, or stress because of changing workplace demands? These questions are addressed in Nursing Staff in Hospitals and Nursing Homes, a thorough and authoritative look at today's health care system that also takes a long-term view of staffing needs for nursing as the nation moves into the next century. The committee draws fundamental conclusions about the evolving role of nurses in hospitals and nursing homes and presents recommendations about staffing decisions, nursing training, measurement of quality, reimbursement, and other areas. The volume also discusses work-related injuries, violence toward and abuse of nursing staffs, and stress among nursing personnel--and examines whether these problems are related to staffing levels. Included is a readable overview of the underlying trends in health care that have given rise to urgent questions about nurse staffing: population changes, budget pressures, and the introduction of new technologies. Nursing Staff in Hospitals and Nursing Homes provides a straightforward examination of complex and sensitive issues surround the role and value of nursing on our health care system. The anthrax incidents following the 9/11 terrorist attacks put the spotlight on the nation's public health agencies, placing it under an unprecedented scrutiny that added new dimensions to the complex issues considered in this report. The Future of the Public's Health in the 21st Century reaffirms the vision of Healthy People 2010, and outlines a systems approach to assuring the nation's health in practice, research, and policy. This approach focuses on joining the unique resources and perspectives of diverse sectors and entities and challenges these groups to work in a concerted, strategic way to promote and protect the public's health. Focusing on diverse partnerships as the framework for public health, the book discusses: The need for a shift from an individual to a population-based approach in practice, research, policy, and community engagement. The status of the governmental public health infrastructure and what needs to be improved, including its interface with the health care delivery system. The roles nongovernment actors, such as academia, business, local communities and the media can play in creating a healthy nation. Providing an accessible analysis, this book will be important to public health policy-makers and practitioners, business and community leaders, health advocates, educators and journalists.

This much-needed text offers an authoritative introduction to strategic marketing in health care and presents a wealth of ideas for gaining the competitive edge in the health care arena. Step by step the authors show how real companies build and implement effective strategies. It includes marketing approaches through a wide range of perspectives: hospitals, physician practices, social marketing, international health, managed care, pharmaceuticals, and biotechnology. With Strategic Marketing for Health Care Organizations, students and future administrators will have a guide to the most successful strategies and techniques, presented ready to apply by the most knowledgeable authors.

The objectives of this study are to describe experiences in price setting and how pricing has been used to attain better coverage, quality, financial protection, and health outcomes. It builds on newly commissioned case studies and lessons learned in calculating prices, negotiating with providers, and monitoring changes. Recognising that no single model is applicable to all settings, the study aimed to generate best practices and identify areas for future research, particularly in low- and middle-income settings. The report and the case studies were jointly developed by the OECD and the WHO Centre for Health Development in Kobe (Japan).

The Second Edition of Issues in Cost Accounting for Health Care Organizations is based upon a thorough literature review of all cost accounting articles published in the last five years. it is a resource of readings on the topic of health care cost measurement and analysis, and provides the insights of leading authorities in the area of health care costs. Each article is linked with the conceptual discussion in the companion volume, Essentials of Cost Accounting for Health Care Organizations .

Now beyond its eleventh printing and translated into twelve languages, Michael Porter's The Competitive Advantage of Nations has changed completely our conception of how prosperity is created and sustained in the modern global economy. Porter's groundbreaking study of international competitiveness has shaped national policy in countries around the world. It has also transformed thinking and action in states,

cities, companies, and even entire regions such as Central America. Based on research in ten leading trading nations, *The Competitive Advantage of Nations* offers the first theory of competitiveness based on the causes of the productivity with which companies compete. Porter shows how traditional comparative advantages such as natural resources and pools of labor have been superseded as sources of prosperity, and how broad macroeconomic accounts of competitiveness are insufficient. The book introduces Porter's "diamond," a whole new way to understand the competitive position of a nation (or other locations) in global competition that is now an integral part of international business thinking. Porter's concept of "clusters," or groups of interconnected firms, suppliers, related industries, and institutions that arise in particular locations, has become a new way for companies and governments to think about economies, assess the competitive advantage of locations, and set public policy. Even before publication of the book, Porter's theory had guided national reassessments in New Zealand and elsewhere. His ideas and personal involvement have shaped strategy in countries as diverse as the Netherlands, Portugal, Taiwan, Costa Rica, and India, and regions such as Massachusetts, California, and the Basque country. Hundreds of cluster initiatives have flourished throughout the world. In an era of intensifying global competition, this pathbreaking book on the new wealth of nations has become the standard by which all future work must be measured.

Argues that the best patient care is predicated on hospital managers assembling and engaging high-performance employees and providing them with the tools and guidelines that allow them to take personal responsibility for their results.

Improving our nation's healthcare system is a challenge which, because of its scale and complexity, requires a creative approach and input from many different fields of expertise. Lessons from engineering have the potential to improve both the efficiency and quality of healthcare delivery. The fundamental notion of a high-performing healthcare system--one that increasingly is more effective, more efficient, safer, and higher quality--is rooted in continuous improvement principles that medicine shares with engineering. As part of its Learning Health System series of workshops, the Institute of Medicine's Roundtable on Value and Science-Driven Health Care and the National Academy of Engineering, hosted a workshop on lessons from systems and operations engineering that could be applied to health care. Building on previous work done in this area the workshop convened leading engineering practitioners, health professionals, and scholars to explore how the field might learn from and apply systems engineering principles in the design of a learning healthcare system. *Engineering a Learning Healthcare System: A Look at the Future: Workshop Summary* focuses on current major healthcare system challenges and what the field of engineering has to offer in the redesign of the system toward a learning healthcare system.

Health Organizations explores theories of organization and knowledge of organization behavior in ways that foster change in productive and sustainable ways resulting in better outcomes. Readers will learn systematic planned approaches for organization development and team building and by examining power, influence, conflict, motivation, and leadership in the context of health service delivery. Important Notice: The digital edition of this book is missing some of the images or content found in the physical edition.

This is a lucid, readable discussion of ethical questions in health care as they arise on the business or organizational level: an effort to spell out an ethical perspective for healthcare organizations. It will be of use to students in health services management programs, health care professionals, healthcare administrators, and members of healthcare ethics committees. Hall begins with the ethical analysis of decision-making in the management of healthcare organizations and then addresses some of the questions of organizational ethics through an analysis of corporate social responsibility in for-profit and not-for-profit organizations and of the problem of uncompensated care. Later chapters take up patient development, community relations, diversity, employee relations, governmental relations, regulatory compliance and medical records. The author's analysis focuses on healthcare institutions as business organizations with many of the problems faced by corporate management in other fields but with the difference that health care holds a special place among human needs and has traditionally been viewed from an altruistic perspective. He gives special attention to the new standards on organizational ethics promulgated by the Joint Commission on Accreditation of Healthcare Organizations and includes many case studies not only to illustrate the main points but also to direct the reader's attention to peripheral aspects that can complicate these issues.

There is a competitive advantage out there, arguably more powerful than any other. Is it superior strategy? Faster innovation? Smarter employees? No, New York Times best-selling author, Patrick Lencioni, argues that the seminal difference between successful companies and mediocre ones has little to do with what they know and how smart they are and more to do with how healthy they are. In this book, Lencioni brings together his vast experience and many of the themes cultivated in his other best-selling books and delivers a first: a cohesive and comprehensive exploration of the unique advantage organizational health provides. Simply put, an organization is healthy when it is whole, consistent and complete, when its management, operations and culture are unified. Healthy organizations outperform their counterparts, are free of politics and confusion and provide an environment where star performers never want to leave. Lencioni's first non-fiction book provides leaders with a groundbreaking, approachable model for achieving organizational health—complete with stories, tips and anecdotes from his experiences consulting to some of the nation's leading organizations. In this age of informational ubiquity and nano-second change, it is no longer enough to build a competitive advantage based on intelligence alone. *The Advantage* provides a foundational construct for conducting business in a new way—one that maximizes human potential and aligns the organization around a common set of principles. Numerous studies show that people will rise, or fall, to the level where their superiors believe them capable. As a manager, it is up to you to have high expectations for your employees, and to communicate those expectations to them. In *Pygmalion in Management*, J. Sterling Livingston urges you to understand the power you have over your subordinates' success, and use it to benefit everyone involved. Since 1922, *Harvard Business Review* has been a leading source of breakthrough ideas in management practice. The *Harvard Business Review Classics* series now offers you the opportunity to make these seminal pieces a part of your permanent management library. Each highly readable volume contains a groundbreaking idea that continues to shape best practices and inspire countless managers around the world.

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