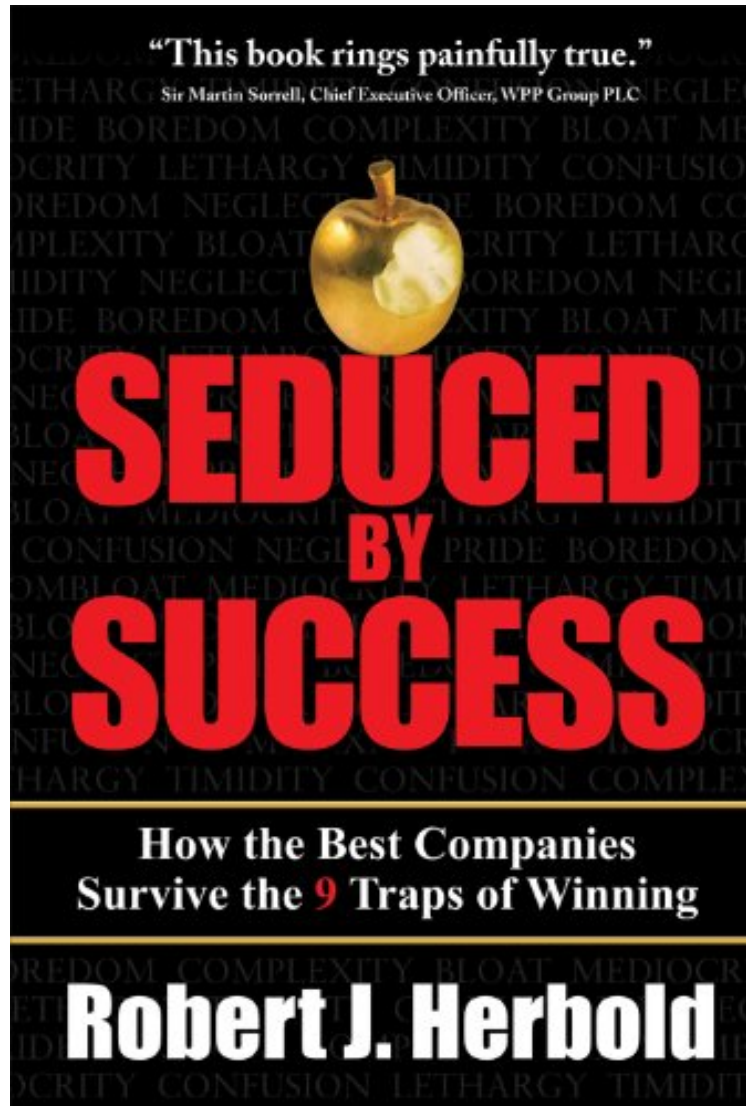


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# Seduced by Success: How the Best Companies Survive the 9 Traps of Winning

Robert J. Herbold

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**Robert J. Herbold : Seduced by Success: How the Best Companies Survive the 9 Traps of Winning** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Seduced by Success: How the Best Companies Survive the 9 Traps of Winning:

0 of 0 people found the following review helpful. Great examples, relevant material, start implementing today By Robert Kirk It's refreshing to read about the pitfalls of success and how to avoid falling prey to greatness. So many wonderful examples of successful companies and their ability to conquer the complacent habits of failure. Also many examples of companies that did not transition quick enough and are left behind now. Most of examples are from the

80's until recent times and they are very relevant. The author has worked for Microsoft and you wonder if MSFT is one of those companies that many years from now DID NOT make the changes necessary to survive. It seems quite possible now. In summary, great book with useful examples and ideas on making sure you and your company evaluate whether you need to ramp up your efforts. 1 of 1 people found the following review helpful. Read The Fiefdom Syndrome Instead Of This One By Jaroslav Snajdr I loved Bob Herbold's first book, The Fiefdom Syndrome. It had a very specific topic and was full of interesting ideas, observations and author's personal experiences from Procter Gamble, Microsoft, and from his consulting practice. Seduced by Success is not nearly as good. It lacks any strong unifying theme and the "traps" it describes are quite obvious and uninteresting. There is little deep thinking and, frankly, most of the text are digested Fortune articles about various companies. 0 of 0 people found the following review helpful. A Business Book Worth Reading By Wittgenstein Often business books value to the reader ends once one reviews the title, but Bob Herbold has written one of the exceptions. Using systematic and thoughtful approaches to companies whose successes have often blinded them to forthcoming challenges, Herbold provides the reader with meaningful recommendations that should make even the most high flying CEO sit down and strategize.

Don't let success put your company on the road to ruin In Seduced by Success, Robert J. Herbold, the former Chief Operating Officer of Microsoft, shows you how to avoid the nine traps of success—the "legacy practices" that almost felled such giants as General Motors, Kodak and Sony. Herbold, a 26-year-veteran of Procter Gamble who lived through each trap, gives you proven tactics for preventing arrogance, bloat, and neglect while capitalizing on your accomplishments, sustaining your momentum, and retaining your position in the marketplace. The nine traps every successful organization must avoid are Neglect: Sticking with Yesterday's Business Model Pride: Allowing Your Products to Become Outdated Boredom: Clinging to Your Once-Successful Branding Complexity: Ignoring Your Business Processes Bloat: Rationalizing Your Loss of Speed and Agility Mediocrity: Letting Your Star Employees Languish Lethargy: Getting Lulled into a Culture of Comfort Timidity: Not Confronting Turf Wars and Obstructionists Confusion: Unwittingly Conducting Schizophrenic Communications These mistakes cut your business legs off at the knees, destroying your ability to recognize and meet the need for change. Herbold shows you how to avoid these landmines by continually revitalizing your brands and products Demanding new approaches to "proven" practices Maintaining speed and agility through strong leadership Making sure employees are empowered to achieve and not handicapped by bureaucracy Using an exciting new product to overhaul your culture For each success trap, Herbold provides illuminating examples of top companies that were seduced by their success—as well as others that managed to maintain and even broaden their achievements. Seduced by Success is the best way to ensure your company sustains its success for the long term.

From Booklist Conversations about companies' "best practices" and "whodunit good" have a flaw. There is more than a 50-50 chance that those companies cited as best-in-class won't make the list two years later. Herbold, former COO of Microsoft, is guilty not only of that issue but also of an overreliance on secondary research and an overfamiliarity with Microsoft and Procter Gamble. Certainly, the latter is to be commended; PG is a paragon of innovation, although Microsoft, insist a number of industry pundits, needs to overcome its 800-pound gorilla attitude. In essence, Herbold itemizes the nine deadliest sins of success, from neglect to confusion, and then evaluates antidotes and keys to sustainability. He points to Toyota and Fidelity, for instance, as leaders in reapplying what works, and to Southwest Airlines and GE as the masters of clarity, simplicity, and repetition. Other than some outdated examples, there's one more hitch: the author doesn't listen to his own advice to keep it simple. Barbara Jacobs Copyright copy; American Library Association. All rights reserved From the Back Cover Praise for Seduced by Success "Bob Herbold gets to the heart of why successful organizations and individuals often go into a tailspin, and how this can be avoided. His thorough reviews of specific companies we all know make this a very useful book, and I highly recommend it." — Indra K. Nooyi, President CEO, PepsiCo, Inc. "This book rings painfully true... Bob Herbold demonstrates with clinical precision that a company's fall from grace can frequently be traced back to its time of greatest achievement. Before you get too depressed, however, take heart—he also gives you all the tools you need to avoid that ignominious fate." — Sir Martin Sorrell, Chief Executive Officer, WPP Group PLC "It's very instructive to read the detailed case studies showing how some successful companies lose their way, while others remain successful. Through these rich examples, Bob Herbold shows how to sustain success." — Koh Boon Hwee, Chairman, DBS Group Holdings/DBS Bank, Asia "Seldom do you find a book with as many powerful, useful reminders that help you face up to reality and deal with problems. I strongly urge you to read it." — Grant L. Kelley, Principal CEO, Colony Capital Asia About the Author Robert J. Herbold was hired by Bill Gates to be Chief Operating Officer of Microsoft Corporation. During his seven years as COO, from 1994 to 2001, Microsoft experienced a fourfold increase in revenue and a sevenfold increase in profits. Prior to Microsoft, Herbold spent 26 years at The Procter Gamble Company, the last five years as Senior Vice President of Marketing. Herbold is now the Managing Director of Herbold Group, LLC. He is also a Senior Executive in Residence at INSEAD in Singapore, a member of President Bush's

Council of Advisors on Science and Technology, and a director serving on several corporate boards.