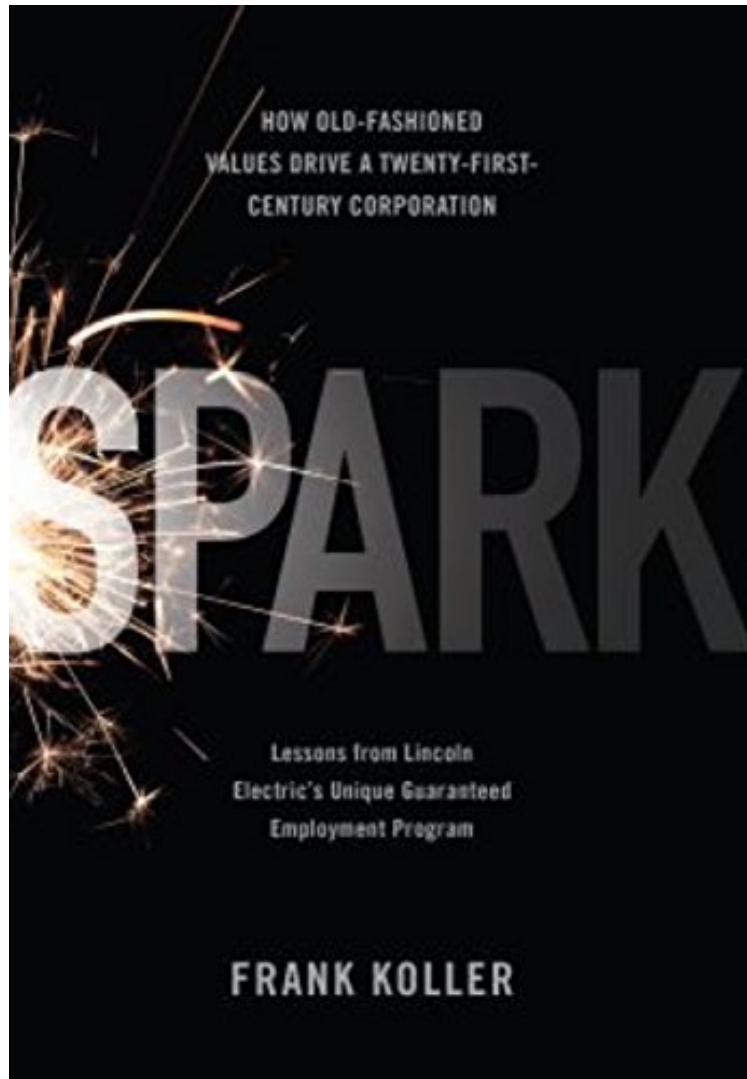


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Spark: How Old-Fashioned Values Drive a Twenty-First-Century Corporation: Lessons from Lincoln Electric's U

Frank Koller

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Frank Koller : Spark: How Old-Fashioned Values Drive a Twenty-First-Century Corporation: Lessons from Lincoln Electric's U before purchasing it in order to gage whether or not it would be worth my time, and all praised Spark: How Old-Fashioned Values Drive a Twenty-First-Century Corporation: Lessons from Lincoln Electric's U:

0 of 0 people found the following review helpful. Old Fashion Values are alive today !By Richard WellsIts how America should be today...I had the privilege to visit the Lincoln Electric factory "behind the scenes" to talk to and witness how workers in the plant (non-union) work for the company and for themselves...they have a profit -sharing

system second to none...I witnessed one man operating five milling machines by himself...you will never ever find that in a union shop such as GE or General Dynamics where I worked for 8 years...every worker from the Janitor to the President shares in the year-end profits...if a worker screws up a job, he is held accountable - loses some points off his profit sharing percentage but on the flip side, if he, like the machinist above saves his company money in production, he is awarded extra points so at year-end he gets a bigger share of the profits...all the workers I talked to on the production floor, were happy to work there and felt they were part of the Lincoln family...there was a spirit of cooperation in a factory setting I had never experienced while working for GE...Unions were once vital to protecting worker's rights but now they are as corrupt as the present day corporations who are profit driven at the expense of the workers...so my friend reading this, be happy that this model is alive and well in today's factory environment...there is hope that this will spread to other factories and corporations...be well and enjoy the book...Richard Wells

0 of 0 people found the following review helpful. The Long Term Profitability of Treating Employees as Indispensable Business Partners! By Customer I just finished a doctorate class in corporate business strategy, where I was introduced for the second time to a Lincoln Electric case study. I just had to do further research on perhaps the most unique company in America? Lincoln Electric is still the most studied business case at Harvard School of Business since it was first introduced in 1975 and for very good reasons. What do you make of a publically traded company of 10,000 employees in twenty countries that hasn't laid off a permanent worker since the Great Depression. Actually even during the Great Depression. That has not failed to pay huge profit sharing bonuses that average 77% of the employees based pay for 80 years plus? Where it is not uncommon for factory workers to earn two to three times the National average in pay? That sponsored continuous innovation RD since its founding in 1895, and on, and on, and on? Curious, read the Book!

0 of 0 people found the following review helpful. The Larger Consequences of Unemployment and Layoffs By Greg Wadlinger Lincoln Electric - the welder (and supplies) manufacturer - the subject of this book - if they weren't kicking the world's butt at what they do would be bought out, dismantled, and sold off by practitioners of what passes for business management today. How can this company make money when the average annual compensation their 3000-worker strong Cleveland, OH plant takes home is \$68,000? That fact alone ought to make anyone interested in Lincoln Electric's story. It did me, that's for sure, about 10 years ago when I first heard about them in a business school case discussion. Reading Frank Koller's book, "Spark" you do more than satisfy this curiosity. Mr. Koller focuses in on a key aspect of Lincoln that kind of flew below the radar for me till now - guaranteed employment. As I write this it's the day before Labor Day, 2011. Unemployment is in the news every day. An article in today's paper about the long-term unemployed touched my heart and I thought to myself how desperate and alone so many must be who have had to wrestle with questions about their value in working society - unable to find a place in it for months and years. Guaranteed employment is not what drives most business managers today, and it's absence from boardroom discussions may be partly why people have become so anti-business since the mortgage-backed securities scandals of 2008. But Lincoln Electric has delivered on its promise of guaranteed employment even during 2008 and beyond. Dads and moms who work at Lincoln are paying their mortgages, coaching their kids' little league teams, serving on school boards, contributing to charity drives, watching their kids graduate high school, go to college, get married and build for the future because they are not fretting over some fear that tomorrow they'll get a pink slip and be on the street. Read the book. It'll make you wonder why Lincoln is so rare a sample of industry success. It might even make you mad that virtually no modern managers even make an attempt at harnessing the power that Lincoln has discovered and cultivated for 116 years, in Cleveland, OH.

While factories across the Midwest shutter their doors, Cleveland-based manufacturer Lincoln Electric has thrived for more than a century. In addition to being profitable and technologically innovative, through good times and bad, the company has fulfilled its unique promise of “guaranteed continuous employment.” Workers are viewed as assets—not liabilities. Through flexible hours and job assignments, as well as a merit-based bonus system, Lincoln Electric's employment policies have proven healthy for the company's bottom line its employees and its shareholders. In *Spark*, veteran journalist Frank Koller tells the story of how this unusual and profitable Fortune 1000 multinational company challenges the conventional wisdom shaping modern management's view of the workplace. Through insightful storytelling and extensive interviews with executives, workers, and leading business thinkers, Koller uses the Lincoln Electric example to illustrate how job security can inspire powerful growth and prosperity in our communities.