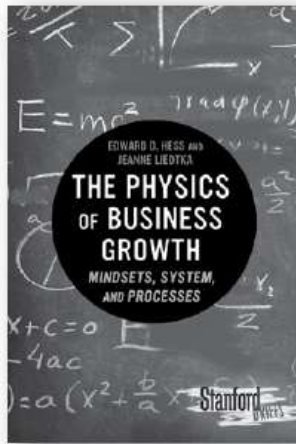


2012

Business



 **Stanford**
University Press



The Physics of Business Growth

Mindsets, System, and Processes

EDWARD D. HESS and JEANNE LIEDTKA

Organic business growth is governed by its own natural laws—underlying truths that set the stage for growth and innovation, much in the way that Einstein’s law of relativity accounts for the movement of objects in the space-time continuum. The most fundamental law is that uncertainty is the only certainty. Dominating forces are ambiguity and change; the processes at work involve exploration, invention, and experimentation. Unfortunately, these truths run counter to the principles of stability, predictability, and linearity that have long informed the design of our firms.

The Physics of Business Growth helps readers understand how to create growth in today’s business environment, providing them a roadmap and a set of practical tools to navigate its challenges. The book lays out a three step formula that will prove invaluable to professionals who have the opportunity to influence growth now, as well as to tomorrow’s growth leaders, guiding them in (1) creating the right employee and organizational mindsets to enable growth (2) building an internal corporate growth system, and (3) putting in place processes that result in identifying opportunities, launching growth experiments, and managing a growth portfolio.

STANFORD BRIEFS

Edward D. Hess is a Professor of Business Administration and Batten Executive-in-Residence at the Darden Graduate School of Business. Jeanne M. Liedtka is the United Technologies Corporation Professor of Business Administration at the Darden Graduate School of Business and former Chief Learning Officer at UTC.

June 160 pages, 5 tables, 11 figures

Paper \$12.99 S 9780804784771

eBook \$9.99 9780804784887

Business

“The Physics of Business Growth captures the basic laws of growth companies and creates a new formula for success. It has turned the process of growth into a science.”

—Richard A. D’Aveni, The Bakala Professor of Strategy,
Tuck School of Business at Dartmouth

“The Physics of Business Growth documents practices that work in driving organic growth. The good news for managers is that this book avoids the trap of magical thinking, which glosses over the messiness and complexity involved in growing a business. Rather, it offers a robust toolkit that growth leaders can adapt to their own circumstances.”

—J. M. Ryan, Senior Fellow, Wharton Executive Education
and President and Founder, True North Advisory Group

“Ed Hess and Jeanne Liedtka are leaders of an unheralded revolution in strategic thinking. Behind their plain-spoken explanations and practical recommendations lies a systematic approach to driving growth that is elegant in its conception, powerful in its economics, and well-supported by experience. Every serious strategist should reflect on the implications of their ideas for breaking out of a sterile and mechanical approach to driving growth.”

—Michael Balay, Vice President, Strategy & Business
Development, Cargill, Incorporated

The Real Problem Solvers

Social Entrepreneurs in America

Edited by RUTH A. SHAPIRO

Today, “social entrepreneurship” describes a host of new initiatives, and often refers to approaches that are breaking from traditional philanthropic and charitable organizational behavior. Nowhere is this more true than in the United States—where, from 1995–2005, the number of non-profit organizations registered with the IRS grew by 53%. But, what types of change have these social entrepreneurial efforts brought to the world of civil society and philanthropy? What works in today’s environment? And, what barriers are these new efforts breaking down as they endeavor to make the world a better place?

The Real Problem Solvers brings together leading entrepreneurs, funders, investors, thinkers, and champions in the field to answer these questions from their own, first-person perspectives. The core chapters in the book closely mirror talks that the authors gave at the Commonwealth Club of California. These sections are anchored by an introduction, a conclusion, and question-and-answers sections that weave together the voices of various contributors.

“Ingenuity, initiative, and determination are valued traits in any enterprise. Social entrepreneurs apply these talents to solving difficult social problems. This book showcases a number of these commendable people and inspires the reader to think deeply about his or her own contributions to society.”

—George P. Shultz, Former U.S. Secretary of State



STANFORD BUSINESS BOOKS

Ruth A. Shapiro is the Principal of Keyi Strategies, a consulting firm specializing in creating broader networks, understanding, and business ventures between individuals and companies in Asia, Europe, and the United States. She is Social Entrepreneur in Residence at the Commonwealth Club of California and was the founder of the Asia Business Council.

November 240 pages

Paper \$29.95 M 9780804774413

Cloth \$90.00 S 9780804774406

eBook 9780804784375

Business

Building the Responsible Enterprise

Where Vision and Values Add Value

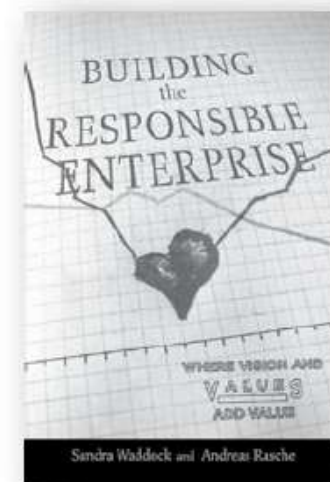
SANDRA WADDOCK and ANDREAS RASCHE

Building the Responsible Enterprise provides students and practitioners with a practical, yet academically rooted, introduction to the state-of-the-art in sustainability and corporate social responsibility.

The book consists of four parts, highlighting different aspects of corporate responsibility. Part I discusses the context in which corporate responsibility occurs. Part II looks at three critical issues: the development of vision at the individual and organizational levels, the integration of values into the responsible enterprise, and the ways that these building blocks create added value for a firm. Part III highlights the actual management practices that enable enterprises to achieve excellence, focusing on the roles that stakeholder relationships play in improving performance. The book concludes with a conversation about responsible management in the global village, examining the emerging infrastructure in which enterprise finds itself today. Throughout the text, cases exemplify key concepts and highlight companies that are guiding us into tomorrow's business environment.

"This is a timely book. Not only does it synthesize the work of many, but also it has the potential to shift the conversation about 'corporate social responsibility' from the periphery into the mainstream where 'corporate responsibility' is the future."

—R. Edward Freeman, University of Virginia and author of *Stakeholder Theory: The State of the Art*



STANFORD BUSINESS BOOKS

Sandra Waddock is Galligan Chair of Strategy, Professor of Management, and Carroll School Scholar of Corporate Responsibility at Boston College. Andreas Rasche is Associate Professor of Business in Society at Warwick Business School.

June 376 pages, 17 tables, 3 figures

Paper **\$35.00** M 9780804781954

Cloth **\$90.00** S 9780804781947

eBook 9780804783873

Business

Maximizing the Triple Bottom Line Through Spiritual Leadership

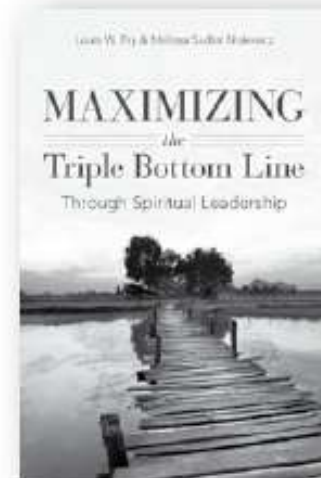
LOUIS W. FRY and MELISSA SADLER NISIEWICZ

Maximizing the Triple Bottom Line Through Spiritual Leadership draws on the emerging fields of workplace spirituality and spiritual leadership to teach leaders and their constituencies how to develop business models that address issues of ethical leadership, employee well-being, sustainability, and social responsibility without sacrificing profitability, growth, and other metrics of performance excellence.

While this text identifies and *discusses* the characteristics necessary to be a leader, its major focus is on *leadership*—engaging stakeholders and enabling groups of people to work together in the most meaningful ways. The authors offer real-world examples of for-profit and non-profit organizations that have spiritual leaders and which have implemented organizational spiritual leadership. These cases are based on over ten years of research, supported by the International Institute of Spiritual Leadership, that demonstrates the value of the Spiritual Leadership Balanced Scorecard Business Model presented in the book. “Pracademic” in its orientation, the book presents a general process and tools for implementing the model.

“The approach that Fry and Nisiewicz have taken is fresh, appropriately reflective, and uniquely grounded. Contrary to ‘soft’ treatments of this popular theme, their book links spirituality to effective leadership and more specifically and concretely defines spiritual leadership.”

—Kent Rhodes, Pepperdine University, Family Business Consulting Group, and Founder, OnCourse Network, Inc.



STANFORD BUSINESS BOOKS

Louis W. Fry is Professor of Management at Tarleton A&M University Central Texas. He is the founder of the International Institute for Spiritual Leadership. Melissa Sadler Nisiewicz is a management consultant serving as an advisor to several Fortune 500 corporations. She has worked in an advisory capacity with the International Institute for Spiritual Leadership.

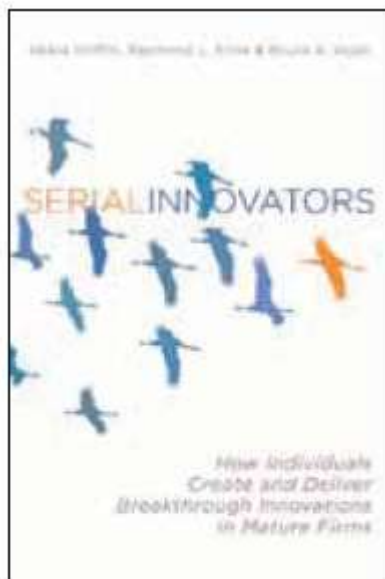
November 312 pages, 20 figures, 8 tables

Paper **\$29.95** M 9780804785082

Cloth **\$90.00** S 9780804776363

eBook 9780804784290

Business



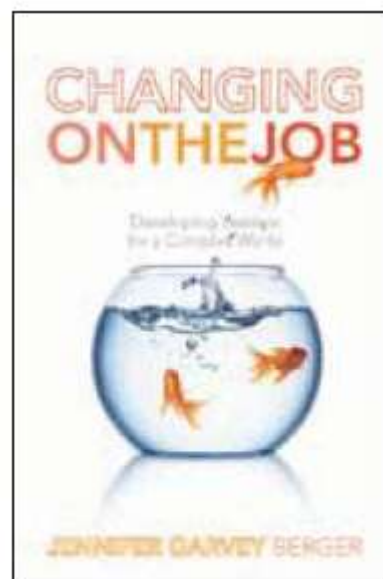
Serial Innovators How Individuals Create and Deliver Breakthrough Innovations in Mature Firms

Abbie Griffin, Raymond L.
Price, and Bruce A. Vojak

Serial Innovators zeros in on the cutting-edge thinkers who repeatedly create and deliver breakthrough innovations and new products in large, mature organizations. These employees solve consumer problems and substantially contribute to the financial value to their firms.

This pioneering study details who these serial innovators are, and how they develop novel products, ranging from salt-free seasonings to improved electronics in companies such as Alberto Culver, Hewlett-Packard, and Procter & Gamble. Based on interviews with over 50 serial innovators and an even larger pool of their co-workers, managers, and human resources teams, the authors reveal key insights about how to better understand, emulate, enable, support, and manage these unique and important individuals.

240 pp., 7 tables, 17 figures, 2012
9780804775977 Cloth \$29.95 **\$23.96 sale**



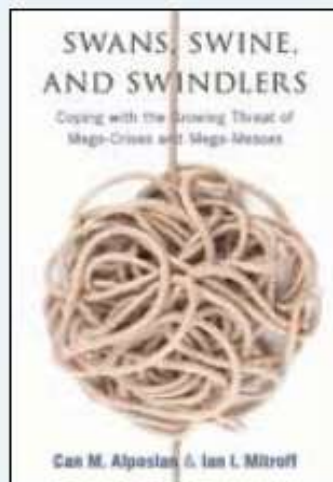
Changing on the Job Developing Leaders for a Complex World Jennifer Garvey Berger

Listen to people in every field and you'll hear a call for more sophisticated and thoughtful leadership—for leaders who can solve more complex problems than the human race has ever faced before. But these leaders won't simply come to the fore; we have to *develop* them, and we must cultivate them as quickly as is humanly possible. *Changing on the Job* is a means to this end. Using real-world examples which bring concepts to life, the author invites readers to change the way they think about leadership and adult growth, while offering a set of building blocks, so that readers and the talent that they support can realize their fullest potential.

"Destined to become a classic, this is quite simply the best book on leadership and adult development. It breaks ground in applying theory to practice, illustrating how leaders can expand and transform their ability to cope with complexity."

—William H. Hodgetts,
Vice President of Enterprise Talent,
Fidelity Investments

224 pp., 16 tables, 5 figures, 2011
9780804778237 Cloth \$35.00 **\$28.00 sale**



Swans, Swine, and Swindlers

Coping with the Growing Threat of Mega-Crises and Mega-Messes

Can M. Alpaslan and
Ian I. Mitroff

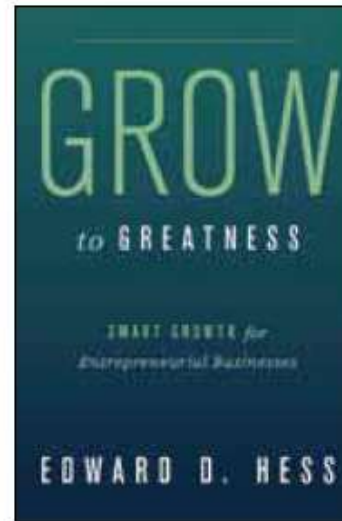
The roots of all messes can be classified as *Swans* (the inability to surface and test false assumptions and mistaken beliefs), *Swine* (the inability to confront and manage greed, hubris, arrogance, and narcissism), and *Swindlers* (the inability to confront, detect, and stop unethical and corrupt behavior). Working systematically with these classifications, authors Can M. Alpaslan and Ian I. Mitroff provide tools and frameworks that readers can use to more effectively deal with the crises of today and tomorrow.

"More than just a scholarly litany of massive crises, Alpaslan and Mitroff offer informed and informative insights into universal aspects of national calamities"

—Midwest Book Review

232 pp., 9 tables, 11 figures, 2011

9780804771375 Cloth \$35.00 **\$28.00 sale**



Grow to Greatness

Smart Growth for Entrepreneurial Businesses

Edward D. Hess

Simply put, most entrepreneurial start-ups fail. Those fortunate enough to succeed then face a second, major challenge: how to grow. This book focuses on the key questions that an entrepreneur must answer in order to grow a business. Based on extensive research of more than fifty successful growth companies, *Grow to Greatness* discusses the top ten growth challenges and how to overcome them. Viewing growth as "recurring change," this book lays out a framework for how to approach business development—and how to manage its risks and pace.

"A masterful work on business growth. *Grow to Greatness* provides a wonderful blueprint of critical steps to be completed along the journey of building a successful, profitable company."

—Andrew L. Bourne,
CEO, WayPoint, Serial Entrepreneur

"This book will give any savvy business leader the insights needed to achieve long-term prosperity."

—Nancy Greatrix McGough,
Human Resource Director,
Room & Board

296 pp., 12 figures, 2012

9780804775342 Cloth \$29.95 **\$23.96 sale**