



Marcus Heidbrink/Wolfgang Jenewein
High-Performance Organisations
How companies can create a high-performance culture
202 pp., hardbound
EUR 39,95
ISBN 978-3-7910-3072-2
2011

General Business Administration / Management

Achieving a single success is great but how can companies maintain persistent top performance, and this in a permanently and ever more rapidly changing environment? In order to meet these challenges successfully, companies have to cultivate top performance. This means they have to establish, firmly anchor and actually live a high performance culture.

A good example is the German National Football Team. While the former coach Jürgen Klinsmann trained the team as a one-time project with the aim of winning the 2006 World Championship, his successor Joachim Löw managed to stabilize the new dynamics of the team at its peak and to broadly establish this new concept of football. It was only under Löw that the high performance culture became the permanent characteristic of the German National Football Team. But what distinguishes Löw from Klinsmann?

The research carried out by Heidbrink and Jenewein revealed that a permanent high-performance culture is always a consequence of the ideal combination of two styles of leadership: transactional and the transformational leadership. While transactional leadership works under the principle of exchange (reward upon achievement) with straight rules and structures, transformational leadership goes a step further by transforming the behavior and awareness of everyone involved. Organisations achieving permanent high performance all have an ideal combination of demand and support: transformational at a high level completed with a moderate amount of command and control.

The top organizations examined by the authors started out with different positions in this leadership grid and went separate ways to the ideal. How did these organizations change their cultures? What are the factors of success underlying these changes in culture? How can top performance be stabilized? What can be applied to the management in other areas and organizations?

The authors answer these questions with up-to-date and illustrative case studies of economics, sports and culture. In their first book "High-Performance Teams" the authors investigated under what principles of success world-class teams are formed and lead to single top performances. In their second book, they use this knowledge as a basis and demonstrate a straight path for how entire organisations can make such high performance into the normal state of affairs. This is a well organised, up-to-date, relevant and application oriented volume.

About the Authors:

Dr. Marcus Heidbrink, Business Psychologist, Lecturer for Management and Personality Development at the Executive School of the University of St. Gallen as well as an independent consultant and coach; Prof. Dr. Wolfgang Jenewein, Professor for Business Administration and Director of the Research Centre for Customer Insight as well as of the Executive MBA programme at the University of St. Gallen. He teaches leadership and

entrepreneurship at the Universities of St. Gallen and Aachen

Intended Audience:

- 1 Managers at all levels and in all areas of business
- 2 specialists and leaders in the area of personnel management; personnel development and organisational development
- 3 Trainers as well as corporate and organisational consultants specialised in the areas of leadership and corporate culture

Key Features:

- 1 Guidelines for the establishment of a sustainable high performance culture in corporations
- 2 Includes up-to-date case studies: Lucerne Festival Orchestra, the German National World Cup Football Team, mymuesli, Credit Suisse
- 3 Innovative tools for praxis: the 10 levers for analysing and improving organisational structure