

N. D E A N M E Y E R

# HOW ORGANIZATIONS SHOULD WORK

ENVISIONING A HIGH-PERFORMING ORGANIZATION  
MADE OF A NETWORK OF INTERNAL ENTREPRENEURS

**Contents:**

- ✓ Case study
- ✓ Vision
- ✓ Mechanics
- ✓ Implementation
- ✓ Leadership  
plus Book Summary

*"Keep your eyes on the stars, and your feet on the ground."*

Theodore Roosevelt

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Theodore Roosevelt



= high-performing organization

- ❑ Supplier of choice to customers → bottom line
- ❑ Employer of choice to staff → talent

**As a leader, I've seen it all too often:** misaligned priorities, role confusion, functional silos, blurred accountability for results, missed commitments, overworked teams, and little strategic value. Our successes relied on individual heroics – not a reliable process, not scalable, and not a reasonable way to treat my team!

Over the years, I adopted many "best practices," hired new leadership teams, and followed the recommendations of industry analysts and consultants. Each of these specific solutions to specific problems had its benefits; but together, they didn't add up to a comprehensive solution, and didn't move the needle all that much.

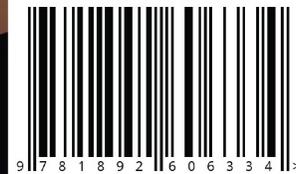
Then, I came across Dean Meyer's work – the vision described in this book, and the systemic change strategies documented in his prior books. It's a comprehensive and timeless solution, founded on solid principles and decades of experience and insights. It's both visionary and pragmatic; and it comes with detailed implementation methods that include needed change-management practices. I am most impressed by how comprehensive it is, addressing all the gaps those point-solutions leave open.

As we implement this vision, we're seeing steady progress on all the issues. And while it takes time, thanks to a well-defined end-state and transformation strategy, our team and clients understand where we're going and the steps involved. Staff are excited about finally tackling the root causes of problems that previously were thought to be unresolvable. And they appreciate what a special opportunity they have to be part of this transformation.

If you want to make a real difference in your organization, I encourage you to start by reading this book.

– Carman Wenkoff  
CIO, Fortune-100 company

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