

The Conductive Organization

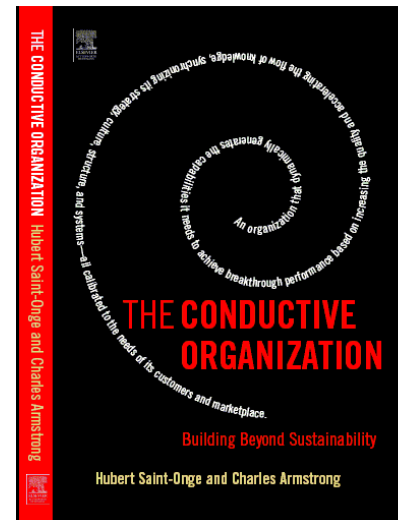
Building Beyond Sustainability

An organization's culture lies at the heart of its ability to perform. In **The Conductive Organization**, Charles Armstrong and Hubert Saint-Onge focus on self-initiated learning cultures, knowledge-based customer relationships and innovative internal structures in order to explain the building blocks that must be in place to create and sustain a *knowledge-based culture* within organizations—a culture that they argue is integral to a high-performance organization.

This book provides a blueprint for creating and leading organizations with strong knowledge-based cultures to achieve breakthrough performance. The narrative is based on the thoughts, experience, and models of the authors, who have successfully led high-performance companies in the financial services sector and the engineering and manufacturing sectors.



By accelerating the flow of knowledge, synchronizing the organization's core capabilities (strategy, culture, structure, and systems), and calibrating the organization to the customer, the marketplace, and the environment, conductive organizations will be uniquely positioned for market leadership in the global economy.



Reviews

"Organizational success relies heavily on the capability to leverage both institutional and personal knowledge. While our systems and approaches for managing information are for the most part highly developed, we are just starting to understand the complexities of how to best utilize our personal knowledge in pursuit of organizational goals. S.A. Armstrong Limited has been at the forefront of this journey of discovery. This book provides insights coupled with practical applications that can guide any organization toward a more effective management and use of its most valuable asset the unique knowledge of its people."—**Maseo Maekawa, Chairman of the Board, Mayekawa Mfg. Co., Ltd., Tokyo, Japan; President, Mayekawa Holding AG, Zug, Switzerland; President, Mycom Intertec AG, Zug, Switzerland**

"... a personal and insightful guide for organizations wishing to better engage with the knowledge economy. It is deeply grounded in the authors' own experiences, which makes their recommendations that much more cogent and sensible."
— **Laurence Prusak, Distinguished Scholar in Residence, Babson College**

"The central idea that all organizational structures in processes must become customer dictated is currently being written about by other authors, but only as a theory. Where these authors differentiate themselves is in providing the actual organizational blue print for making customers permanent creative partners in the innovation, manufacturing, and delivery processes. The *Conductive Organization* book is a platform that will generate thousands of fruitful management practices and methods."

—**Dan Sullivan, President, The Strategic Coach**

"*The Conductive Organization* is that delightful rarity among management books: a distillation of the wisdom of two obviously deeply self-reflective practitioners crafted in large measure around the experiences of their own organizations but conveyed through the means of a powerful and pervasive conceptual structure that will make academics and consultants blush with envy. And, yes, for those managers who truly want to understand why knowledge is the ultimate organizational asset and how to leverage it, this is the "must read" book."

—**Liam Fahey, Partner, Leadership Forum, Inc. and Adjunct Professor, Strategic Management at Babson College**

"An evocative account of why an organization must give more than lip service to being customer-centered and how it can implement approaches to create authentic interdependence and "generalized reciprocity" between customers, partners and stakeholders to sustain its purpose."

—**Yvon Bastien, President and General Manager, Sanofi-Synthelabo Canada Inc.**

"In an era of growing institutional failure and emphasis on transparency, *The Conductive Organization* provides a blueprint for creating organizations that are truly calibrated to customer needs, reliant on value-based relationships with stakeholders, and centered on knowledge capital. An accessible read, based on theory but long on practice, this book challenges us all to rethink strategies for how organizations can exceed expectations."

—**Leif Edvinsson, Professor, Intellectual Capital, Lund University, Sweden**

In 1990, Charles Armstrong became President of S.A. Armstrong Limited, a firm that manufactures fluid-engineered products in four plants in Canada, the United States and the United Kingdom. Since that time he has managed the transformation of the company into a broad based entrepreneurial organization committed to becoming a market leader through innovation and relationship building. The application of knowledge management principles was integral to the company becoming an early adopter of new technologies. As a result, the company is a Baan, i2, Livelink site with its employees fully engaged over the internet. The company's customers also tie into the product development knowledge base. Today, the Armstrong group of companies is about as culturally aligned as any manufacturing company on the globe.

Co-author Hubert Saint-Onge is former Senior VP, Strategic Capabilities at Clarica Life Insurance Company, Waterloo, Ontario and Co-Chair of Konverge Digital Solutions Corporation, Toronto. Hubert Saint-Onge has been named one of the top ten knowledge management practitioners internationally (Forbes).

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Readership: Senior executives; Chief Knowledge Officers and other executives charged with managing organizational change and knowledge

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