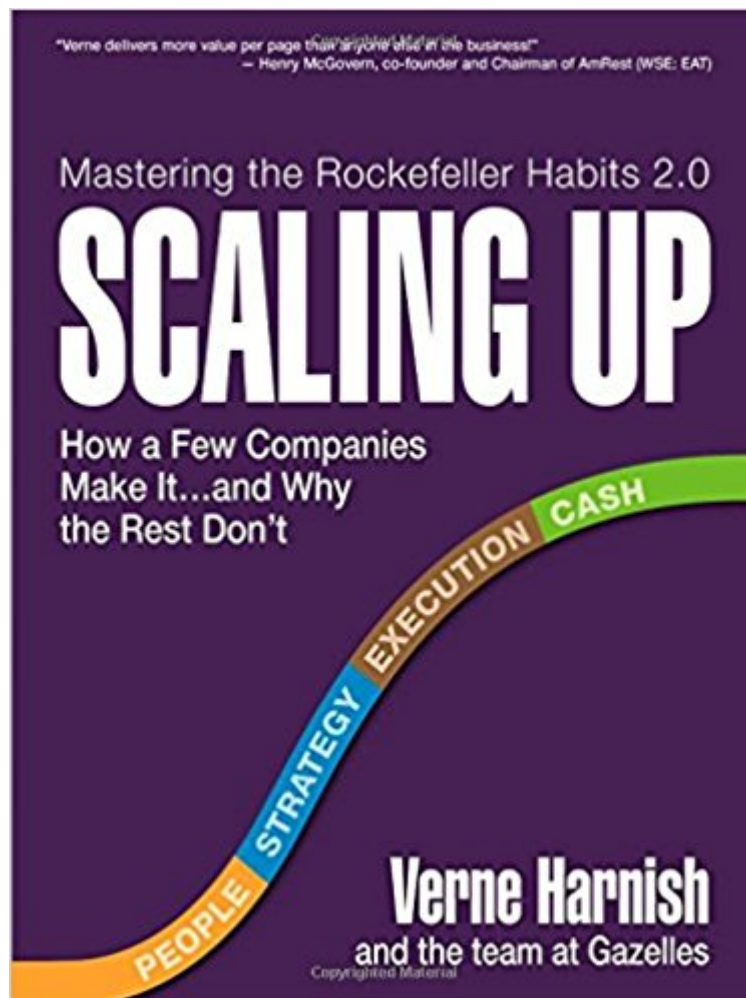




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# Scaling Up: How A Few Companies Make It...and Why The Rest Don't (Rockefeller Habits 2.0)



## Synopsis

Winner of the 2015 International Book Awards for General Business Winner of the 2015 National Indie Excellence Award for General Business Winner of the 2015 Readers' Favorite International Book Award Gold Medal for Non-Fiction Business Winner of the 2015 Paris Book Festival Award for Business Winner of the 2015 Amsterdam Book Festival Award for Business Winner of the 2015 San Francisco Book Festival Award for Business Finalist of the 2015 International Book Awards for Best New Non-Fiction It's been over a decade since Verne Harnish's best-selling book *Mastering the Rockefeller Habits* was first released. *Scaling Up: How a Few Companies Make It...and Why the Rest Don't* is the first major revision of this business classic. In *Scaling Up*, Harnish and his team share practical tools and techniques for building an industry-dominating business. These approaches have been honed from over three decades of advising tens of thousands of CEOs and executives and helping them navigate the increasing complexities (and weight) that come with scaling up a venture. This book is written so everyone -- from frontline employees to senior executives -- can get aligned in contributing to the growth of a firm. There's no reason to do it alone, yet many top leaders feel like they are the ones dragging the rest of the organization up the S-curve of growth. The goal of this book is to help you turn what feels like an anchor into wind at your back -- creating a company where the team is engaged; the customers are doing your marketing; and everyone is making money. To accomplish this, *Scaling Up* focuses on the four major decision areas every company must get right: People, Strategy, Execution, and Cash. The book includes a series of new one-page tools including the updated One-Page Strategic Plan and the Rockefeller Habits Checklist™, which more than 40,000 firms around the globe have used to scale their companies successfully -- many to \$1 billion and beyond. Running a business is ultimately about freedom. *Scaling Up* shows business leaders how to get their organizations moving in sync to create something significant and enjoy the ride.

## Book Information

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## Customer Reviews

"Scaling Up addresses the second half of the venture ball game, something often lost in all the hoopla about incubating disruptive innovation during the first half. Half-time scores don't matter - it's all about how you finish the game. So get yourself into Verne's locker room for a great half-time pep talk, and then get yourself out on the field to play a great second half." -- Geoffrey Moore, Author of Crossing the Chasm "Verne delivers more value per page than anyone else in the business!" -- Henry McGovern, co-founder and Chairman of AmRest (WSE: EAT) "Scaling Up not only opened my eyes and helped direct my focus as the new leader of this non-profit organization, but the concept itself literally became our new holistic initiative. With these new skills, we were able grow our organization exponentially and reach out to new funders." --Joshua Troderman, CEO, Shalom Learning "Verne Harnish is more committed to helping companies grow than any other person on the planet. Really. He's also radically practical in his approach and that is reflected throughout this terrific book." -- Patrick Lencioni, president, The Table Group; best-selling author of The Five Dysfunctions of a Team and The Advantage "Fast-growing companies are not small ones or big ones - they create almost all the jobs and innovation in our economy, and Verne has been an invaluable guide to leaders of such companies, like me. Scaling Up helps us put in place the disciplines critical to building a significant business." -- Graham Weston, Chairman and CEO, Rackspace (NYSE: RAX) "Verne's tools and techniques have been key to scaling up Benetton to become the #1 international fashion brand in India. They work!" -- Sanjeev Mohanty, CEO, Benetton India "Imagine walking into a library and finding one book that captures the ideas of all the books in the library. Scaling Up is that business book. You will not have to go any farther." -- Jack Stack, founder and CEO of SRC Holdings; best-selling author of The Great Game of Business and A Stake in the Outcome "We've scaled up our company from a single office near Calgary to 2,000 employees in 165 locations across Western Canada. Verne's tools and techniques have been critical to helping us drive and manage this growth during my 20 years as CEO and ultimately to freeing me up as the founder to

pursue other interests. — Scott Tannas, founder and Vice Chairman, Western Financial Group; — senator, Canadian Parliament — “Verne Harnish has once again proven he’s the Growth Guy. Scaling Up is packed with the tools to help you bust through the barriers to growth and climb learning curves faster. But don’t let your leadership team carry the load alone — multiply your impact by sharing the book with every employee on your team.” — Liz Wiseman, best-selling author of Multipliers and Rookie Smarts — “Scaling up a significant business requires precisely the kind of discipline and focus detailed in Verne’s practical and — how-to — driven book.” — Scott Farquhar, co-founder and CEO, Atlassian — “The idea of guiding a company from the small tide pools to the big seas of business can be exhilarating, but also daunting without a detailed set of directions. Scaling Up provides those directions, along with a remarkably detailed map for how to get there safe and happy.” — Robert B. Cialdini, best-selling author of Influence — “Verne Harnish’s Scaling Up is one of the finest business books you’ll ever read. We are all searching for new ways to build more effective teams, startups, and organizations that will stand the test of time. Through compelling research, business parables, vivid examples, deep research, Verne shares practical advice on the toughest challenge organizations confront: how to spread success from a few small pockets of an organization to its entire fabric. Whether you’re an entrepreneur who wants to scale up, a CEO who wants to take his business to the next level, or a non-profit executive who wants to leave a legacy, this book will be life-changing.” — Tan Yinglan, Author of Way of the VC — Top Venture Capitalists on Your Board, Chinnovation — How Chinese Innovators are Changing the World and New Venture Creation - Entrepreneurship For The 21st Century - An Asian Perspective (Scaling Up)

Verne Harnish is founder of the world-renowned Entrepreneurs’ Organization (EO) and chaired for fifteen years EO’s premiere CEO program, the "Birthing of Giants" and WEO’s "Advanced Business" executive program both held at MIT. Founder and CEO of Gazelles, a global executive education and coaching company with over 150 coaching partners on six continents, Verne has spent the past three decades helping companies scale-up. The "Growth Guy" syndicated columnist, he’s also the Venture columnist for FORTUNE magazine. He’s the author of Scaling Up (Rockefeller Habits 2.0); Mastering the Rockefeller Habits; and along with the editors of Fortune, authored "The Greatest Business Decisions of All Times", for which Jim Collins wrote the foreword. Verne also chairs FORTUNE Magazine’s annual Leadership and Growth Summits and serves on several boards including chairman of The Riordan Clinic and the newly launched Geoversity. An investor in

several scale-ups, Verne resides in Barcelona, Spain, with his wife and four children and enjoys piano, tennis, and magic as a card-carrying member of the International Brotherhood of Magicians.

I have read a lot of business books, literally thousands, and I would put this book in my top 10 for sure. There are many, many absolutely superb books on business strategy, leadership, high performance teams, company culture and such but this is a rare book that not only addresses these core elements of running a successful business but also has the specific "how to" workshops necessary to put these critical ideas into action. This is perhaps the single best book I've ever seen that clearly lays out precisely what the management team must do to lead their entire company through multiple growth phases. Verne Harnish is considered one of the most widely respected business growth experts in the world and this book proves why he has that reputation. I have now read, and re-read "Scaling Up" three times cover-to-cover and have recommended it to dozens of my clients. In my opinion this is a "must read" book if you want to understand how to grow your business with discipline and build a sustainably successful organization. I give this book my highest possible personal recommendation. John Spence - one of the Top 100 business thought leaders in America, one of the Top 100 small business influencers in America and one of the top 500 leadership development experts in the world.

the book helps you understand the process of creating a working strategy and step by step guide of how to implement it, if there are books you need to read to understand a subject better the book is mentioned, the strategy plan even helps you manage the stress and pressure of being an entrepreneur in your personal life. as Ben Horowitz said, "As a startup CEO I slept like a baby, I woke up every two hours and Cried", with this method this won't happen to you...

Informal reading, but extremely formal process and procedures, that if followed, bring a disciplined approach to scaling a business. The techniques and templates are familiar across several books, but the methodical approach, and checklist like "leave no stone uncovered" is what makes the difference. this approach is easiest for typical hierarchical organizations, less so for modern flatter companies. However, with a firm and aligned (one of their requirements) senior leadership team, it can work. This is a strong read for any new company that has made it past the "searching for a business model" stage and is ready to begin establishing scale growth. What is not emphasized enough is that if your senior team is not as close to 100% aligned, you should inspire, or fire, and hire until you do have the right team.

This book is absolutely phenomenal. My company was struggling to put it all together through the many growing pains of moving from a mom-and-pop startup to a national powerhouse and this book has provided us with a clear framework with how to move forward. It is eminently readable; available in the kind of "choose your own adventure" method where you can dive the most pressing section, then address the others. Alternatively, it is such an easy read that you can read it cover-to-cover (as I have now, multiple times) and absorb massive amounts of useful insight. The tools inside are a great value, too. I often find the sea of "tools" available in the business writing community a little trite and cheesy, but no-bs tools like the one page strategy plan, one page personal plan, and others all give actionable templates that you can work on from day 1. Furthermore, explanations of what WRONG answers to those questions might be (i.e. "If you're not willing to lose money to keep your core value, it is not really a core value") are just as helpful in crystallizing an otherwise obtuse process. I can't say this enough-- if you buy one business book this year, make it this one. -Ben

Useful stories and practical entry to tools many may already know but don't get the full service out of. Also a clear system of how they integrate together, with powerful tools that will also be new to many. I've been a consultant for over a decade in the Philippines working with more established companies and start-ups. I hate to admit that I was not familiar with "gazelles" before I read this and Traction by Gino Wickman. Traction is more accessible and ready to use. For the more cerebral Scaling Up provides the added depth some might need to make the jump to use either system. I recommend reading both and then applying what works best with your team. If you're going to use Align software definitely read Scaling Up.

I have read a few business books in my time, but none have been filled with as much actionable gold as this one. Every section left me with items we will immediately be putting into action, and I expect the pay-off to be HUGE. This book actually took me ages to read because I was constantly highlighting, taking notes, re-reading to let concepts sink in, and sending emails to staff members with action items. I also ended up also purchasing the hard copy for myself and my management team and plan on making this our bible for the next few years. Some of the nuggets in here were so profound to me and really opened my eyes. Even though the advice comes from a large collection of other books, the way they have been merged together into one cohesive and actionable repository is really valuable. Cons: \* The book is great, but I did feel that it was a little light on details in some areas. \* I now have a bazillion other books to consume

I just bought Scaling Up and have to say that I love it and the supporting website ([www.scalingup.com](http://www.scalingup.com)) that has all of the free templates and plans. This is definitely a book to read cover to cover and use as a primer to run your business. There are 3 business books, Traction (Gino Wickman) Rockefeller Habits - Now Scaling Up, and The Advantage by Pat Lencioni I only wish I had these three when I started out. Nice work Verne for the book, the shares and the framework.

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