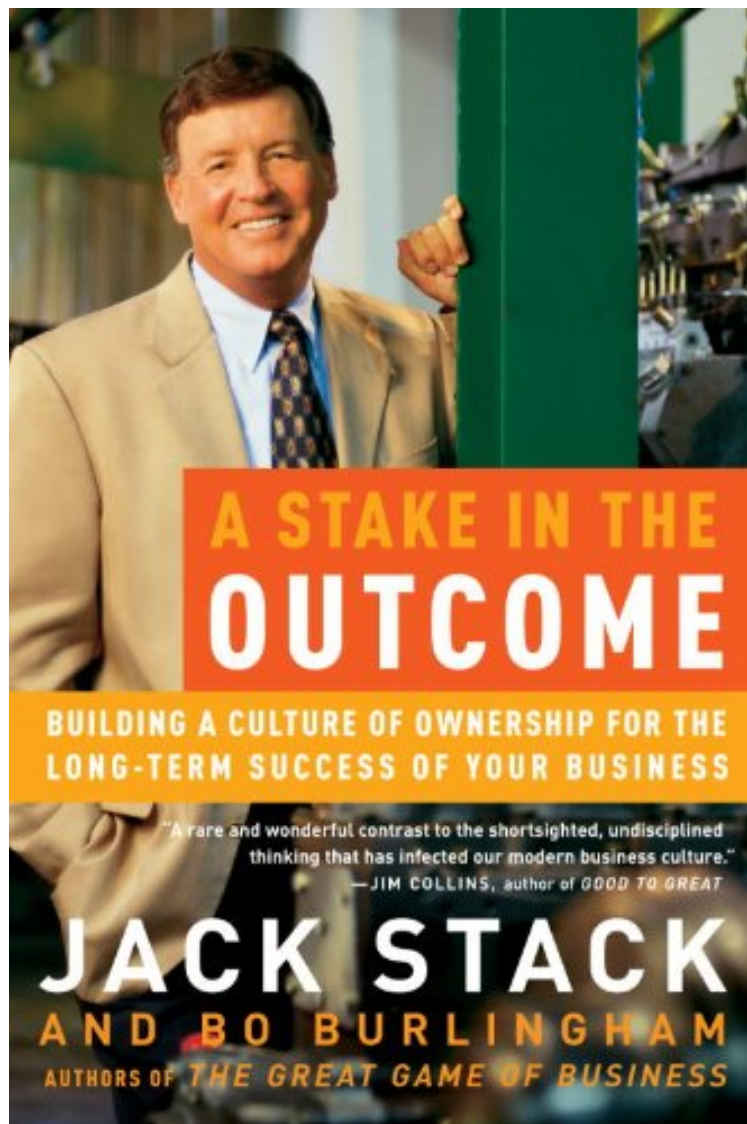


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## A Stake in the Outcome: Building a Culture of Ownership for the Long-Term Success of Your Business

*Jack Stack, Bo Burlingham*  
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**Jack Stack, Bo Burlingham : A Stake in the Outcome: Building a Culture of Ownership for the Long-Term Success of Your Business** before purchasing it in order to gauge whether or not it would be worth my time, and all praised A Stake in the Outcome: Building a Culture of Ownership for the Long-Term Success of Your Business:

1 of 1 people found the following review helpful. A Wise Investment By Chris Westfall One of the clearest and most compelling books on employee ownership, A Stake in the Outcome provides a unique insight into the CEO's journey:

creating employee engagement, fostering a culture of ownership, and navigating a path to profitability that every business needs to know. The style is down-to-earth and straightforward - just make sure you've seen a balance sheet once or twice before you dive in :-). Filled with exceptional business lessons and proven strategies - Highly recommended. 1 of 1 people found the following review helpful. I have read both "A Stake in the Outcome" and the "The Great Game of Business" as well as attended his seminar ...By Jason Bohrer Jack Stack is one of the most practical business people I have met. I have read both "A Stake in the Outcome" and the "The Great Game of Business" as well as attended his seminar in Missouri. If you want common sense, timeless principles, I strongly suggest you read his work. 1 of 1 people found the following review helpful. A much needed business model. By David Mikolajczyk Easy to read and easy to understand what is being said. I would recommend this book to every business owner, and every HR person. Harvard Business Review needs to do a presentation on the material in this book. This business model is lacking in the business world of failing corporations. It does make me wonder if this business model would fit into a huge corporation. The problem would be that a lot of managers would feel threatened by this business model. A great book

The First Management Classic of the New Millennium! A bold experiment is taking place these days, as leading-edge companies turn upside down the management paradigm that has dominated corporate thinking for more than one hundred years. Southwest Airlines is perhaps the most visible practitioner, soaring through economic downturns while its competitors slash their budgets and order massive layoffs, but you can find other pioneers of the new approach in almost every industry and market niche. Their secret: a culture of ownership that allows them to tap into the most underutilized resource in business today—namely, the enthusiasm, intelligence, and creativity of working people everywhere. No one knows more about building a culture of ownership than CEO Jack Stack, who's been working on one for the past twenty years with his colleagues at SRC Holdings Corporation (formerly Springfield ReManufacturing Corporation). Along the way, they've turned their company into what Business Week has called a "management Mecca," attracting thousands of people representing hundreds of businesses to SRC's home in Springfield, Missouri. There the visitors learn how to incorporate the ideals and values of SRC's remarkable corporate culture into their own organizations—and then they go back and do it. Now, in *A Stake in the Outcome*, Stack offers a master class on creating a culture of ownership, presenting the hard-won lessons of his own twenty-year journey and explaining what it really takes to build for long-term success. The pioneer of "open-book management" (described in the best-selling classic *The Great Game of Business*), Stack and twelve other managers began their journey in 1982, when they purchased their factory from its struggling parent company. SRC grew 15 percent a year, while adding almost a thousand new jobs, and the company's stock price rocketed from 10 cents to \$81.60 per share. In the process, Stack discovered that long-term success required constant innovation—and that building a culture of ownership involved much more than paying bonuses, handing out stock options, or setting up an employee stock ownership plan. In a successful ownership culture, every employee had to take the fate of the company as personally as an individual owner would. Achieving that level of commitment was extraordinarily difficult, but Stack realized that the payoff would be enormous: a company that was consistently able to outperform the market. *A Stake in the Outcome* isn't about theory—it's about practice. Stack draws from his own successes and failures at SRC to show how any company can teach its employees to think and act like owners, including how to implement an effective equity-sharing program, how to promote continuous learning at every level of the organization, how to fire up employees' competitive juices, how to broaden the concept of leadership and delegate responsibility for the business, and how to build a workforce that is fast on its feet and ready to take advantage of every opportunity. You'll also learn about other companies that have succeeded in building cultures of ownership—and the lessons they can teach the rest of us. Written in Jack Stack's straightforward, witty, no-beating-around-the-bush style, *A Stake in the Outcome* is like having a one-on-one session with a master entrepreneur and business innovator. It shows managers and executives of companies both large and small how to build a ferociously motivated workforce that is energized and committed to meeting and overcoming the most daunting challenges a company can face. From the Hardcover edition.

From Publishers Weekly A refreshingly sensitive and sensible guide to motivating employees, this new volume by Stack and Burlingham (*The Great Game of Business*) is a standout in its crowded genre. Stack is the president and CEO of SRC Holdings Corporation, an employee-owned supplier of renovated engines to auto companies and a celebrated business success story. In 1983, when it looked like SRC's parent company, International Harvester, might shut down its southwestern Missouri "remanufacturing" plant, Stack and 12 other employees bought the place and fashioned a system of employee ownership that turned SRC into a corporation of 22 companies with more than \$100 million in sales. Using the experiences of SRC as well as other companies with "ownership cultures" as examples, Stack and Burlingham, an editor at *Inc.* magazine, give the lowdown on how to keep employees energized, creative and acting like true owners of their company (beyond offering stock options). Their strategy, which is especially resonant after the Enron debacle, hinges largely on opening up the books to all employees and keeping the staff posted

on financial matters. Also fascinating is the authors' idea of spinning workers off into an entirely new company as a way of stirring up new ideas from entrenched employees. This is an invigorating and surprisingly helpful text for those who want a humane but profitable way to manage their company. Copyright 2002 Cahners Business Information, Inc. From Booklist In *The Great Game of Business* (1992), Stack and Burlingham showed how Stack's experience with open management at the Springfield ReManufacturing Corporation (SRC) brought the concept of employee ownership to new levels. Here they extend the concept to show how the company was designed as a community where employees have a real stake in the business. While telling the SRC story, they delve into the core issues of ownership, such as the trouble with equity and why it can be a problem when your stock rises; why you don't really find out what problems are until you're successful; why businesses get bought and sold; and the stages of growth beyond mere survival. The authors emphasize how the culture of ownership brings meaning to the lives of all employees, but that the model is fluid; and when companies grow beyond a certain size, outside interest may become inevitable. The SRC model may be the ultimate goal, but because no two companies are alike, some may use the SRC model as a reference rather than as a blueprint. David Siegfried Copyright copy; American Library Association. All rights reserved "At a time when doubt shrouds the U.S. economy, Jack Stack's book is a beacon of hope. It is a little bit about technique and a lot about unleashing the good sense of the American worker." —Tom Peters [Jack Stack's] open-book approach is generating intense interest among businesses large and small. . . . About 1,500 companies, including many Fortune 500 concerns, have toured [SRC] to learn about the merits of disclosing everything to rank-and-file workers." —The Wall Street Journal "The results at SRC are nothing short of breathtaking. The Great Game has resulted in one of the most competitive companies I've come across in all my years at Inc." —George Gendron, Editor in Chief, Inc. From the Hardcover edition.