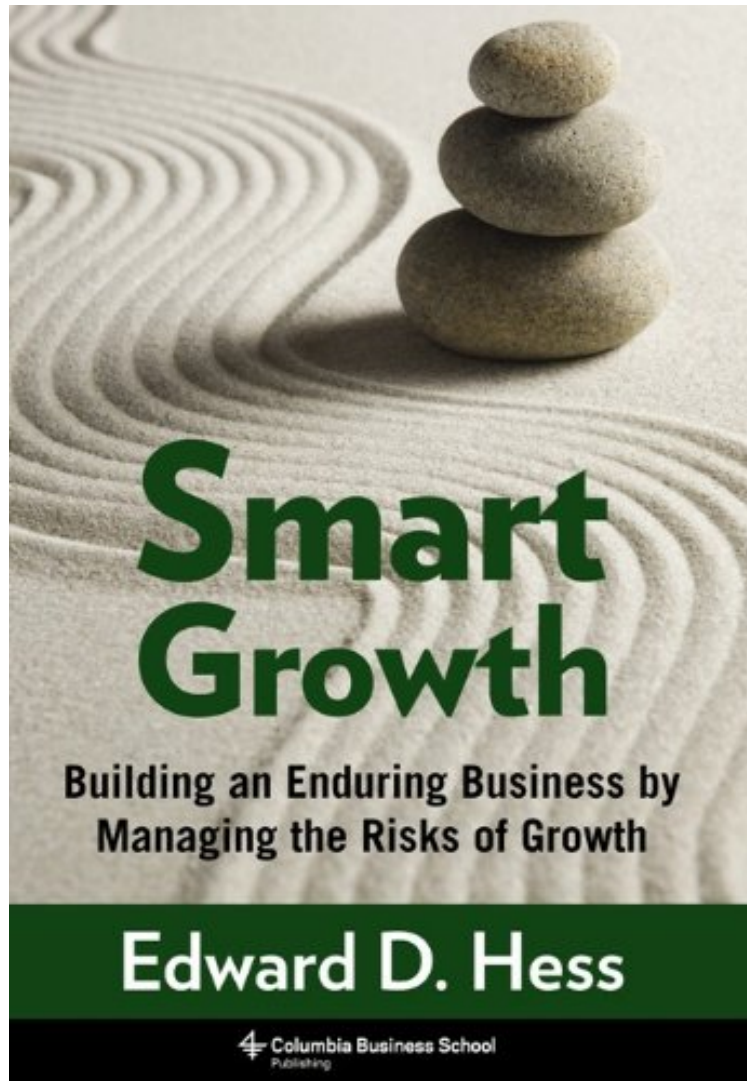


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(Columbia Business School Publishing)

## **Smart Growth: Building an Enduring Business by Managing the Risks of Growth (Columbia Business School Publishing)**

*Edward Hess, Edward D. Hess*

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**Edward Hess, Edward D. Hess : Smart Growth: Building an Enduring Business by Managing the Risks of Growth (Columbia Business School Publishing)** before purchasing it in order to gage whether or not it would be worth my time, and all praised Smart Growth: Building an Enduring Business by Managing the Risks of Growth (Columbia Business School Publishing):

1 of 1 people found the following review helpful. Smart Book for Smart LeadersBy Andy FlemingEd Hess asserts that the business community--our whole economy, really--has been driven by a pervasive myth about growth: that it can be

continuous and smooth...and that companies should be valued according to their ability to achieve results that fit such a curve. In *Smart Growth*, Professor Hess names this myth and makes the reader conscious of not only its pervasiveness but also its tragic impact on businesses, communities, individuals, and society. Then Professor Hess delivers compelling research--his own and others--that kills the growth myth. Just obliterates it. Now, if CEOs want to run their businesses according to that myth, they had better hope that nobody in and around their companies reads this book.....Or maybe they should hope that many do read *Smart Growth*. That way there will be people around them equipped with a mindset--and research-based frameworks and examples--that can re-orient their companies before the "grow or die" mentality cripples or kills them.*Smart Growth* provides hope and handles for smart leaders who want to build better companies and a better world. It deserves a wide reading as a significant and original contribution to that cause. I have already started giving it to our firm's clients. The reaction from a business leader just today: "This just makes sense. This is how I think and how I want to run the business." May such readers and leaders multiply smartly.

0 of 0 people found the following review helpful. Nearly unreadable in Kindle format  
By Geoffrey J  
This book might be great in hard copy, but do not buy the Kindle version. The spacing issues are horrendous. An example sentence from the introduction is as follows:  
As scientific model that does not reliably predict real-world behavior is generally discarded.

0 of 0 people found the following review helpful. Helpful for understanding how others do it.  
By Arthur  
Helpful with a course I took from Edward D. Hess with Coursera. The book and the course were both helpful in understanding how others systematically start and operate a business. However, my approach over the past 22 years is way different and it works for me.

Wall Street believes that all public companies should grow smoothly and continuously, as evidenced by ever-increasing quarterly earnings, and that all companies either "grow or die." Introducing a research-based growth model called "Smart Growth," Edward D. Hess challenges this ethos and its dangerous mentality, which often deters real growth and pressures businesses to create, manufacture, and purchase noncore earnings just to appease Wall Street.*Smart Growth* accounts for the complexity of growth from the perspective of organization, process, change, leadership, cognition, risk management, employee engagement, and human dynamics. Authentic growth is much more than a strategy or a desired result. It is a process characterized by complex change, entrepreneurial action, experimental learning, and the management of risk. Hess draws on extensive public and private company research, incorporating case studies of Best Buy, Sysco, UPS, Costco, Starbucks, McDonalds, Coca Cola, Room Board, Home Depot, Tiffany Company, P G, and Jet Blue. With conceptual innovations such as an Authentic Earnings and Growth System framework, a seven-step growth funnel pipeline, a Growth Decision Template, and a Growth Risks Audit, Hess provides a blueprint for an enduring business that strives to be better, rather than simply bigger.

This book will challenge your basic assumptions about business and growth. It needs to be read and talked about in both companies and business schools. (R. Edward Freeman, Darden Business School, and coauthor of *Managing for Stakeholders: Survival, Reputation, and Success*)*Smart Growth* will bend your mind, challenge your assumptions, and set you on a new growth trajectory. If you want to understand how following advice from Wall Street can doom you to destruction, read this book. (Richard D'Aveni, Tuck School of Business at Dartmouth College, and author of *Hypercompetition and Beating the Commodity Trap: How to Maximize Your Competitive Position and Increase Your Pricing Power*)Warning against the creeping corruption of 'managed earnings' and 'making the numbers,' Edward D. Hess wisely urges business manager-leaders to keep their focus on the real growth of getting better, not bigger, and creating true value, not short-term earnings per share. (Charles Ellis, author of *Winning the Loser's Game: Timeless Strategies for Successful Investing*)In this masterful work, Edward D. Hess shows us how companies can grow in a healthy and organic manner, one that is sustainable and beneficial for all stakeholders, including society as a whole. (Raj Sisodia, Bentley University, and coauthor of *Firms of Endearment: How World Class Companies Profit from Passion and Purpose*)Hess offers the reader a thoughtful critique of the assumptions underlying the prevailing logic for the growth imperative that is so widely accepted. (Robert K. Kazanjian, Goizueta Business School, Emory University, and coeditor of *The Search for Organic Growth*)Hess provides insight as well as prescriptions for how to lead effectively and how to grow intelligently. (Kim Cameron, Ross School of Business and the School of Education, University of Michigan, and author of *Positive Leadership: Strategies for Extraordinary Performance*)Hess's insight and research provide a navigational path that illuminates key success factors and models that drive exponential growth. (Jeffrey S. Shuman, Harris Corporation)Hess takes dead aim at one of the sacred shibboleths of business--the notion that companies must 'grow or die'--and scores a bull's-eye. He makes a devastating case and demonstrates how destructive the blind pursuit of growth can be, and has been, to businesses of all types, especially publicly-owned ones. Along the way, Hess maps an alternative approach to managing business growth that focuses on the long-term health of the enterprise. It's a powerful argument and one that should be taken to heart by corporate executives, entrepreneurs, and policymakers alike. (Bo Burlingham, editor-at-large of *Inc.* magazine and author of *Small Giants: Companies That Choose To Be Great Instead of Big*)*Smart Growth* is a provocative and useful evidence-based approach to understanding the principles of corporate growth. (Mary Ann Glynn, Boston College)A

new and radical contribution to business thought... Hess provides a blueprint for building an enduring business that strives to be better, rather than simply bigger. (Dominique James San Francisco Book )Named one of Inc.'s Best Books for Business Owners 2010 (Inc.)Named one of the Toronto Globe Mail's Top 10 Managing Books for 2010 (Toronto Globe Mail)This book is easily read and provides keen advice for individuals and companies that are involved in company strategic planning. If you are thinking about growing your company in a smart way, this is a must-read. (Yang Fan Asheville Citizen Times)About the AuthorEdward D. Hess is professor of business administration and Batten Executive-in-Residence at The Darden Graduate School of Business at the University of Virginia. He founded both the Center for Entrepreneurship and Corporate Growth and the Values-Based Leadership Institute at Goizueta Business School at Emory University.