



What Really Works: The 4+2 Formula for Sustained Business Success

William Joyce, Bruce Roberson, Nitin Nohria



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Why do some organizations consistently outperform their competitors?

What do managers at the best companies know -- and do -- to keep their organizations on top?

When it comes to implementing management practices that can propel a company to lasting success . . .

WHAT REALLY WORKS?

With hundreds of well-known management practices and prescriptions promoted by consultants and available to businesses, which are really effective and contribute to the growth and continued success of a company? Which do little or nothing?

In their groundbreaking new book, *What Really Works*, William Joyce, Nitin Nohria, and Bruce Roberson put forth findings that will revolutionize the art and practice of management.

Based on the Evergreen Project, a massive five-year study in which consultants and business school professors at top universities around the country analyzed ten years of data on 160 companies and more than 200 management practices, the authors discovered that all successful companies simultaneously master six specific management practices.

The 4+2 formula divides the practices into four primary practices, all of which must be followed, in the areas of

- strategy
- execution
- culture
- organization

and any two of four secondary practices involving

- talent of employees
- leadership and governance
- innovation
- mergers and partnerships.

The authors also reveal which of the many management nostrums available do not contribute significantly to a company's performance. Their findings on quality programs and information technology, for example, will shock their legions of adherents.

In *What Really Works*, the authors present their stunning findings through lively case studies focusing on companies they've designated Winners, Climbers, Tumblers, or Losers, depending on their performances over the ten-year period studied.

What Really Works singles out the areas that are truly important for management to focus on to achieve success. Equally important, it shows readers where not to waste their efforts.

With these and other findings revealed, the authors have at last uncovered the real keys to true long-term business success and *What Really Works*.

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Jill Goulet:

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Irma Cook:

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Paul Dubose:

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