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employees to connect and create
across networks—the best way for
any company to unleash creative
potential from within.

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With Adaptive Space, you have everything you need to confront disruption with smart, confident actions and seize the valuable

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Michael Arena, Ph.D., Chief Talent Officer for GM, has helped enable the company's ongoing transformation.

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Based on hundreds of interviews and

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novel ideas to flow freely among

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He has recently codified his findings
in a new book, Adaptive Space: How
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Organizations, which argues that a
major part of the path forward is for
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Adaptive Space gives real insight into how mammoth companies such as General Motors were able to disrupt their strategy paradigm to thrive in a rapidly changing marketplace. His insights are based on extensive

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But creating Adaptive Space is not

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easy. Organizations dislike ambiguity
and are more likely to shut such space
down than nurture it. Arena 's
company, GM, has made some
significant strategic bets to
streamline itself, closing operations in
Russia, India and S Africa and selling
its European Opel/Vauxhall brand to

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research, as well as real-life, roll-up-
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Adaptive Space is a fascinating look
at how General Motors and other
companies are rewriting the rules of
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Online Library Adaptive Space How Gm And Other Companies Are Brimming with research and practical experience, Michael Arena is challenging all of us to disrupt or be disrupted! Organizations

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Position your company to succeed in
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your company is agile—that it can respond to change instantly and effectively. Because fast and furious change is the only thing you can count on in business today. Network expert Michael Arena helped enable GM ' s legendary turnaround. In these pages, he explains how you can

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transform your own company
through the concept of adaptive
space. Based on hundreds of
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groundbreaking study of dozens of
organizations spanning a variety of
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how to position your company for

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today—and for the future—by enabling creativity, innovation, and novel ideas to flow freely among teams, across departments, and throughout the company. Using GM as the main case study—along with the stories of other highly adaptive organizations, like Apple, Amazon,

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Disney, and Gore—Arena provides a model you can follow to reinvent your company. It ' s about inspiring employees to explore new ideas, empowering the most creative people and teams to spread their ideas across the organization, and operationalizing the entrepreneurial

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spirit so adaptability is set in stone.
Hesitation is a killer in today ' s
business landscape. With Adaptive
Space, you have everything you need
to confront disruption with smart,
confident actions and seize the
valuable opportunities that come
with change.

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Position your company to succeed in
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space. Based on hundreds of interviews and the author's own groundbreaking study of dozens of organizations spanning a variety of industries, Adaptive Space shows how to position your company for today—and for the future—by enabling creativity, innovation, and

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novel ideas to flow freely among teams, across departments, and throughout the company. Using GM as the main case study—along with the stories of other highly adaptive organizations, like Apple, Amazon, Disney, and Gore—Arena provides a model you can follow to reinvent

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A powerful, visual framework helps

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managers discover how employees
really communicate and collaborate
to get work done - and helps them
identify ways they can influence
these social networks to improve
performance and innovation. In The
Hidden Power of Social Networks,
Cross and Parker, experts in "social

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network analysis"—a technique that visually maps relationships between people in large, distributed groups - apply this powerful tool to management for the first time. Based on their in-depth study of sixty informal employee networks in well-known companies around the world,

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Cross and Parker show managers how
to conduct a social network analysis
of their organization.

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HR is now uniquely placed to use
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collect information in a transparent way that is in line with data protection requirements and turn this data into tangible insights, this book marks a turning point for the HR profession. Covering all the key elements of HR including recruitment, employee engagement, performance

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Companies, wellbeing and training,
Data-Driven HR examines the ways
data can contribute to organizational
success by, among other things,
optimizing processes, driving
performance and improving HR
decision making. Packed with case
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Presented in a tutorial style, this comprehensive treatment unifies, simplifies, and explains most of the

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techniques for designing and
analyzing adaptive control systems.
Numerous examples clarify
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sell the house, sell the car, get the girl,
make some money, and have lots of
fun along the way." -- Pat Younge,
former President and General

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A set of tools for mastering the one skill standing between us and success: the ability to ask for the things we need to succeed. Imagine you 're on a deadline for a big project, and feeling overwhelmed. Or

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you're looking for a job, but can't seem to get your foot in the door. Or you're dying for tickets to a sold out concert, and all your leads have gone cold. What do these problems have in common? They can all be solved simply by reaching out to a colleague, friend, or wider network and making

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an ask. Studies show that asking for help makes us better and less frustrated at our jobs. It helps us find new opportunities and new talent. It unlocks new ideas and solutions, and enhances team performance. And it helps us get the things we need outside the workplace as well. And

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yet, we rarely give ourselves permission to ask. Luckily, the research shows that asking—and getting—what we need is much easier than we tend to think. Here, Wayne Baker shares a set of strategies—used at companies like Google, GM, and IDEO—that

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individuals, teams, and leaders can
use to make asking for help a
personal and organizational habit,
including:

- A quiz to identify your asking-giving style
- SMART criteria for who, when, and how to ask
- “ Plug-and-play ” routines that make requests a standard component

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Companies • Mini-games that
incentivize asking within teams •
The Reciprocity Ring, a guided
activity that allows people to tap into
the giving power of a network Picking
up where the bestselling book Give
and Take left off, All You Have to Do Is
Ask shows us how to ignite the cycle

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of giving and receiving by asking for
the things we need. Advance praise
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for help and support has been a key
to my success. Wayne Baker expertly
shares how everyone can do
it. ” —Shellye Archambeau, former
CEO, MetricStream, and board

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director, Verizon and Nordstrom
“ Wayne Baker shares the formula for
driving personal, organizational, and
social change by tapping the power
of our teams and networks for help.
This insightful book is a must-read for
anyone seeking practical and proven
solutions to make our workplaces and

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world a better place. ” —Noel Tichy,
professor, University of Michigan, and
author of Judgment and Control Your
Destiny or Someone Else Will

This essential book unravels the link
between regional cultures, adaptive
reuse of existing buildings and

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sustainability. It concentrates on the social dimensions relating to Brazilian architect Lina Bo Bardi ' s late adaptive reuse projects and works from the 1960s to the early 1990s, interpreting her themes, technical sources and design strategies of the creation of luxury as

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The edited book charts how Lina Bo Bardi “invented” her own version of sustainability, introduced this concept through her landscape and adaptive reuse designs and through ideas about cross-cultures in Brazil. The book offers a critical reflection, exploration and

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demonstration of the importance of
adaptive reuse in the landscape and
related themes for researchers and
provides researchers and students
new material on sustainability for
further study. In the context of the
plurality of revisions of Lina Bo
Bardi ' s work, this book brings about

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a refreshed interpretation of her integrative approach to adaptive reuse of buildings and landscapes as a significant contribution to the sustainability debate. It offers new insights into the construction of discourses about sustainability from the perspective of one of the key

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architects in the period to operate in
the interface between modernity and
tradition. – Dr Fabiano Lemes de
Oliveira, Senior Lecturer, University of
Portsmouth (UK) Adaptability is one
of the most important words in
sustainable architecture today. From
this perspective, this book looks at

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strategies as those seen throughout
the work of Bo Bardi are key
instrument/tools/concept to

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Professor Joana Carla Soares
Goncalves, FAU, University of Sao
Paulo (Brazil) The year 2015 marked
the centenary of Lina Bo Bardi. This
book is looking at Bardi's work
through the perspective of adaptive
reuse. Bringing together specialists

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on sustainability with specialists of
Lina's work, the book generates an
interesting new layer of discussion on
the work of an architect that was
never shy of controversy. - Associate
Professor Fernando Luiz Lara,
University of Texas at Austin (USA)
This collection of essays makes a very

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important and engaging contribution to suggest that to take Lina as an inspiration is to deal with her contradictions and to evaluate the stakes of what she struggled with in a 21st century world. What the authors gathered here and have laid out is a very timely invitation to discern

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“Lessons from Lina” in relationship
to today ’ s pressing issues of
architecture and environment,
sustainability, recycling, and
developing an ethical design position
in a world of diminishing resources
and escalating challenges. -Prof Barry
Bergdoll, Columbia University and

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MoMA, New York (USA) The book
features a Foreword by Barry
Bergdoll. Winner of the Curtin
University Humanities Research
Award 2017 for Best Book of the Year
(Oct. 2017). Here the judges ' appraisal: " An elegantly
conceptualised and carefully crafted

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volume that represents the work of
the twentieth century Brazilian
architect Lina Bo Bardi through the
lens of urgent contemporary
questions of sustainability, adaptive
re-use and ethical design. The book
brings together a multidisciplinary
and international collection of

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authors and addresses a global readership. It is beautifully presented and intelligently edited. ” (Jury, Book Award 2017) Winner of the Curtin University Humanities Research Award 2017 for Best Chapter of the Year (Sept. 2017): Annette Condello. Chapter 3 “ Salvaging the Site ’ s

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Luxuriance: Lina Bo Bardi –
Landscape Architect. ” Here the
judges appraisal: “ A richly textured
investigation of Lina Bo Bardi, a
complex, fascinating and important
Italian-born Brazilian architect,
designer and co-founder of the
magazine Habitat. [...] This chapter is

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a thoughtful and respectful but also
critical piece, combining thorough
research with deft analysis and
carefully selected images, and the
publication has been highly
recommended by leading academics
and curators. ” (Jury, Book Award
2017)

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There are four distinct types of managers. One performs much worse than the rest, and one performs far better. Which type are you? Based on a first-of-its-kind, wide-ranging global study of over 9,000 people, analysts at the global research and advisory

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firm Gartner were able to classify all managers into one of four types: • Teacher managers, who develop employees' skills based on their own expertise and direct their development along a similar track to their own. • Cheerleader managers, who give positive feedback while

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taking a general hands-off approach to employee development. • Always-on managers, who provide constant, frequent feedback and coaching on all aspects of the employee's performance. • Connector managers, who provide feedback in their area of expertise while

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connecting employees to others in
the team or organization who are
better suited to address specific
needs. Although the four types of
managers are more or less evenly
distributed, the Connector manager
consistently outperforms the others
by a significant margin. Meanwhile,

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Always-on managers tend to see their employees struggle to grow within the organization. Why is that?

Drawing on their groundbreaking data-driven research, as well as in-depth case studies and extensive interviews with managers and employees at companies like IBM,

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Companies, and eBay, the authors
show what behaviors define a
Connector manager, and why they
are able to build powerhouse teams.
They also show why other types of
managers fail to be equally effective,
and how they can incorporate
behaviors of Connector managers in

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order to be more effective at building teams.

A behind-the-scenes look at the firm behind WordPress.com and the unique work culture that contributes to its phenomenal success 50 million websites, or twenty percent of the

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entire web, use WordPress software.
The force behind WordPress.com is a
convention-defying company called
Automattic, Inc., whose 120
employees work from anywhere in
the world they wish, barely use email,
and launch improvements to their
products dozens of times a day. With

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a fraction of the resources of Google, Amazon, or Facebook, they have a similar impact on the future of the Internet. How is this possible? What's different about how they work, and what can other companies learn from their methods? To find out, former Microsoft veteran Scott Berkun

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worked as a manager at
WordPress.com, leading a team of
young programmers developing new
ideas. The Year Without Pants shares
the secrets of WordPress.com's
phenomenal success from the inside.
Berkun's story reveals insights on
creativity, productivity, and

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Leadership from the kind of workplace
that might be in everyone's future.
Offers a fast-paced and entertaining
insider's account of how an amazing,
powerful organization achieves
impressive results Includes vital
lessons about work culture and
managing creativity Written by

Online Library Adaptive
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author and popular blogger Scott
Berkun (scottberkun.com) The Year
Without Pants shares what every
organization can learn from the world-
changing ideas for the future of work
at the heart of Automattic's success.

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