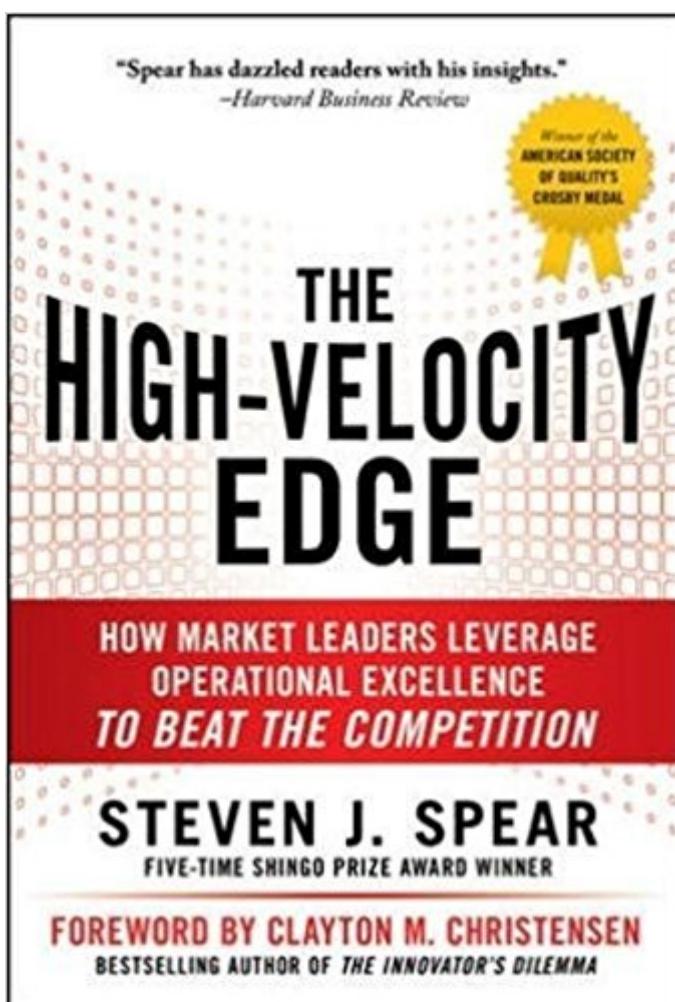


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# The High-Velocity Edge: How Market Leaders Leverage Operational Excellence To Beat The Competition (Business Books)



## Synopsis

Generate Better, Faster Results—Using Less Capital and Fewer Resources! *[The High-Velocity Edge]* contains ideas that form the basis for structured continuous learning and improvement in every aspect of our lives. While this book is tailored to business leaders, it should be read by high school seniors, college students, and those already in the workforce. With the broad societal application of these ideas, we can achieve levels of accomplishment not even imagined by most people.

The Honorable Paul H. O'Neill, former CEO and Chairman, Alcoa, and Former Secretary of the Treasury “Some firms outperform competitors in many ways at once—cost, speed, innovation, service. How? Steve Spear opened my eyes to the secret of systemizing innovation: taking it from the occasional, unpredictable ‘stroke of genius’ to something you and your people do month-in, month-out to outdistance rivals.”

Scott D. Cook, founder and Chairman of the Executive Committee, Intuit, Inc. “Steven Spear connects a deep study of systems with practical management insights and does it better than any organizational scholar I know. [This] is a profoundly important book that will challenge and inspire executives in all industries to think more clearly about the technical and social foundations of organizational excellence.”

Donald M. Berwick, M.D., M.P.P., President and CEO, Institute for Healthcare Improvement About the Book How can some companies perform so well that their industry counterparts are competitors in name only? Although they operate in the same industry, serve the same market, and even use the same suppliers, these extraordinary, high-velocity organizations consistently outperform all the competition—and, more importantly, continually widen their leads. In *The High-Velocity Edge*, the reissued edition of five-time Shingo Prize winner Steven J. Spear’s critically acclaimed book *Chasing the Rabbit*, Spear describes what sets market-dominating companies apart and provides a detailed framework you can leverage to surge to the lead in your own industry. Spear examines the internal operations of dominant organizations across a wide spectrum of industries, from technology to design and from manufacturing to health care. While he investigates several great operational triumphs, like top-tier teaching hospitals’ fantastic improvements in quality of care, Pratt & Whitney’s competitive gains in jet engine design, and the U.S. Navy’s breakthroughs in inventing and applying nuclear propulsion, *The High-Velocity Edge* is not just about the adoration of success. It also takes a critical look at some of the operational missteps that have humbled even the most reputable and respected of companies and organizations. The decades-long prominence of Toyota, for example, is contrasted with the many factors leading to the automaker’s sweeping 2010 product recalls. Taken together, these multiple perspectives

and in-depth case studies show how to: Build a system of dynamic discovery designed to reveal operational problems and weaknesses as they arise Attack and solve problems when and where they occur, converting weaknesses into strengths Disseminate knowledge gained from solving local problems throughout the company as a whole Create managers invested in developing everyone's capacity to continually innovate and improve Whatever kind of company you operate from technology to finance to healthcare mastery of these four key capabilities will put you on the fast track to operational excellence, where you will generate faster, better results using less capital and fewer resources. Apply the lessons of Steven J. Spear and gain a high-velocity edge over every competitor in your industry.

## **Book Information**

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## **Customer Reviews**

Steven J. Spear, five-time winner of the Shingo Prize and recipient of the McKinsey Award, is a senior lecturer at MIT and former assistant professor at Harvard. A senior fellow at the Institute for Healthcare Improvement, he is the author of numerous articles appearing in academic and trade publications, including the Harvard Business Review and The New York Times.

Lots of books have been written trying to sell the "secret sauce" involved in quality management. Many focus on a single, or a few, aspects of the Toyota system and try to sell that as the key to success. This book recognizes it as a system and the need to replicate the entire system.

Loved it! Took his class at MIT and his book is a excellent summation of the course. Highly recommended. Secondarily, he's just a really great guy, very down to earth, and willing to get his hands dirty. A great leader!

Mr. Spear's book gives a leader the tools to help them continue to improve themselves and offer more suggestions for improving your life.

A very thoughtful book, with practical insights and well-described case examples to drive home major points of the author's thesis.

Great set of principles and examples. Fits well with the principles that are behind why Agile and DevOps are spreading among successful organizations.

Really great read, insightful and super practical. Spear is onto something when he presents his framework for "value at speed by learning". If you want to improve productivity inside your organisation, read this book.

It has been hard to find a book about leading in a lean environment that was actually worth its weight, but this really hit the spot. No gimmicks, no quick-fix tools that come and go, just simple, straightforward principles to live by. I really appreciate the grounded nature of the writing. The book is full of credible examples which make it easy to apply to any organization in any industry wanting to become higher performing.

Good history of the learning culture at Toyota and Naval Reactors. Somewhat debunked by subsequent failures at the two organizations.

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