

Is Your Organization Drifting toward Mediocrity?

New book shows executives how to spot the symptoms, identify the culprits, and revitalize their organizations.

Every day, in every organization, people are doing hundreds of small, counterproductive things that collectively drag down excellence. Meanwhile, their senior managers are so focused on perfecting today's operations that they don't intuit important future trends that lie just around the corner.

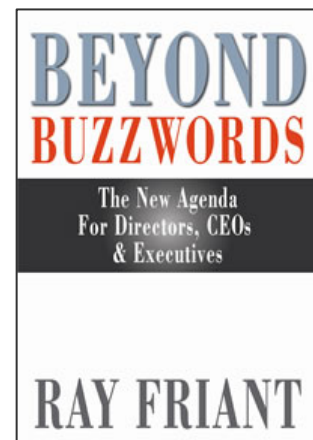
Organizational turnaround expert **RAY FRIANT** says these two forces—"drag" and "present-bound leadership"—are the key culprits behind organizations' inevitable drift toward mediocrity, a "silent" drift that works unnoticed and can ravage any organization within a few years.

In a new book, ***Beyond Buzzwords: the New Agenda for Directors, CEOs, and Executives*** (Advanced Management Press, May 2006), Friant explains why no organization is immune to the pull of mediocrity. He goes on to detail what causes organizational deterioration and undistinguished performance, and then presents a comprehensive set of concrete solutions.

Friant says most CEOs don't perceive when their organization is in trouble and are incapable of analyzing its woes. The people who *can* stop mediocrity in its tracks before it's too late are corporate directors, senior executives, and financial advisors whose current roles position them to influence CEOs. These "influence leaders" are people who have a vested interest—as well as a fiduciary responsibility—to act, and they will benefit most from Friant's recommendations.

Readers learn:

- Why individuals, management careers, organization structure, and management processes can all be agents of mediocrity
- Why CEOs must manage through fog
- Why directors are vulnerable to being sued
- Why good executives cause mediocrity
- Why all organizations should have a Total Organization Analysis (TOA[®]) every four to six years



In one recent turnaround, the CEO knew that a dozen senior executives were not performing adequately, but the bonds of friendship were so strong that he couldn't fire anyone. Part of that company's salvation came because the turnaround executive the CEO hired did not have years of friendship to cloud perspective.

Ray Friant

Once readers grasp the concepts and recognize the symptoms and causes of mediocrity in their organizations, Friant devotes the second half of the book to practical solutions.

His fixes include:

- An in-depth tutorial on how to evaluate an organization's failures, and to develop an effective revitalization program
- A roadmap for forward-thinking managers to enact fundamental change in the organization
- A detailed guide to Total Organization Analysis (TOA[®]), including top dos and don'ts and how to find the right TOA[®] analyst
- A step-by-step way to determine if managers are making sound decisions based on correct interpretations of financial data

This single volume is an indispensable executive reference, consultant's compendium, management treatise, and MBA handbook.

Thirty years of statistical data show that every year a few companies in every category do well, and an astounding half of the businesses have mediocre to failing results.

The sobering truth is that most businesses ultimately fail.

G. Eric Brunstad, Jr.
Chair of ABA's
Business Bankruptcy Committee

RAY FRIANT has revitalized organizations worldwide for 40 years. Over the course of his career, Friant has held executive positions with corporate giants such as GE and ITT, as well as medium-sized companies. His work has included reorganizing a dozen of ITT's domestic operations and avoiding bankruptcy while achieving ten-fold stock appreciation in two NYSE/Nasdaq-listed high-tech companies. His titles have included Chairman, President, COO, Group VP, Turnaround Executive, and Organizational Consultant.

BEYOND BUZZWORDS

The New Agenda for Directors, CEOs, and Executives

Ray Friant

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Contact: Sharon Castlen, Director, Sales-Marketing, (631) 979-5990,
Sharon@BeyondBuzzwords.com.