

THE HARD ROAD TO THE SOFTER SIDE

**Lessons
from the
Transformation
of SEARS**



ARTHUR C. MARTINEZ
Former Chairman and CEO of Sears
with Charles Madigan

Hard Road To The Softer Side Lessons From The Transformation Of Sears

R Sandford



Hard Road To The Softer Side Lessons From The Transformation Of Sears:

The Hard Road to the Softer Side Arthur C. Martinez, Charles Madigan, 2001 The leader of one of the fastest turnarounds of any major corporation in history Sears CEO Arthur Martinez provides invaluable lessons from the company's near death experience

The Hard Road to the Softer Side Arthur Martinez, Charles Madigan, 2001-10-30 For the better part of a century Sears Roebuck and Company touched the lives of almost everyone in America A stunning tale of marketing and savvy the company started selling watches and quickly became an essential source of goods for the American home Sears brought the Christmas dreams of distant children to life introduced the American homemaker to a collection of appliances that stripped much of the drudgery from daily living and put solid dependable tools in the hands of strong eager men At the same time it forged a solid relationship with its customers earning that most valuable business asset of them all loyalty And then when it could least afford to Sears lost its way It gradually forgot about its customers It no longer understood or cared who its competitors were It shifted its focus inward to the interests and needs of its huge bureaucracy all at the expense of the customers who found themselves in declining dismal stores The greatest retailer in world history had become a company with a great past a disappointing present and a dismal future The Hard Road to the Softer Side Lessons from the Transformation of Sears is the story of how Sears recovered from this downfall told by the visionary who built the team that forged the company's rebirth When Arthur Martinez took charge at Sears in 1992 he found a once great company facing a loss of 4 billion with a Soviet style bureaucracy little idea of its target customer and an army of 300 000 disheartened employees Many experts thought Sears was too far gone to save But save it Martinez did putting Sears in the black by 1994 and sailing on through 1997 It wasn't easy Almost everything the company had become needed to change Fifty thousand jobs disappeared The Sears catalog which had become so much a part of the company's mythology was put to rest More than 100 stores were closed But what rose from all of that turmoil was a new commitment to customers and a strategy that should have been apparent in the American family the mother is the chief financial officer With a boldness and determination backed by billions of dollars in renovations Sears revived its connection to its customers and at the same time brought its own people back to life The advertising sent the message the sales staff opened its arms and the customers came back The new Sears was keeping its eye on the marketplace its focus on the customer and its interests firmly connected to the financial health of its shareholders Then Sears hit the wall again with new aggressive competitors a huge ethics problem a war for talent and a slowdown in sales The story of how Martinez and his team worked their way through not one but two crises is compelling and highly instructive especially for anyone working in a company with an entrenched corporate culture or a long tradition that needs to be updated in order to stay competitive

Encyclopedia of leadership George R. Goethals, 2004-03-19 Click Additional Materials for downloadable samples Not just for reference this is an essential learning resource for libraries and the personal collections of modern leaders Narratives examples photographs and illustrations

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Encyclopedia of Leadership brings together for the first time everything that is known and truly matters about leadership as part of the human experience Developed by the award winning editorial team at Berkshire Publishing Group the Encyclopedia includes hundreds of articles written by 280 leading scholars and experts from 17 countries exploring leadership theories and leadership practice Entries and sidebars show leadership in action in corporations and state houses schools churches small businesses and nonprofit organizations Questions the Encyclopedia of Leadership will answer What is a leader What is a great leader How does someone become a leader What are the types of leadership How can leadership theories help us understand contemporary situations How can I be a good and maybe great leader The Encyclopedia of Leadership is an unprecedented learning resource Scholars students professionals and active citizens will turn to the Encyclopedia for guidance on the theory and practice of leadership for the stories of great leaders and for the tools and knowledge they need to lead in the 21st century Key Features Four volumes 400 substantive articles ranging in length from 1000 6000 words 200 photographs and other illustrations 250 sidebars drawn from public records newspaper accounts memoirs and ethnography Key Themes Biographies Case studies Followers and followership Gender issues Leadership in different disciplines Leadership in different domains Leadership styles Personality characteristics Situational factors Theories and concepts The Encyclopedia of Leadership will be a vital tool for librarians with collections in business management history politics communication psychology and a host of other disciplines Students and teachers in courses ranging from history to psychology anthropology and law will also find this an invaluable reference In addition there are nearly 900 leadership programs in American post secondary institutions and a growing number of efforts to develop leadership in high schools There are leadership studies majors and minors as well as certificate and Ph D programs in the United States Belgium U K Japan and elsewhere Editorial Board Laurien Alexandre Antioch University Bruce Avolio University of Nebraska Lincoln Martin Chemers University of California Santa Cruz Kisuk Cho Ewha Womans University Joanne Ciulla University of Richmond David Collinson Lancaster University UK Yiannis Gabriel Imperial College London Zachary Green Alexander Institute and University of Maryland Keith Grint Oxford University Michael Hogg University of Queensland Jerry Hunt Texas Tech University Barbara Kellerman Harvard University Jean Lipman Blumen Claremont Graduate University Lorraine Matusak LarCon Associates Ronald Riggio Claremont McKenna College J rgen Weibler Fernuniversitat Hagen Contributors Include Warren Bennis Management John Chandler Higher Education Cynthia Cherrey International Leadership Association Bob Edgerton Mau Mau Rebellion Gene Gallagher Religion Betty Glad Camp David Accords and Tyrannical Leadership Louis Gould Woodrow Wilson and Lyndon Johnson Allen Guttmann Modern Olympics Movement and Women s Movement Ronald Heifetz Adaptive Work Dale Irvin Ann Lee David Malone Billy Graham Martin Marty Martin Luther Kenneth Ruscio Trust Robert Solomon Friedrich Nietzsche Robert Sternberg Intelligence and Tacit Knowledge Fay Vincent Sports Industry Gary Yukl Influence Tactics and Group Performance **The New Rules of Retail**

Robin Lewis, Michael Dart, 2014-08-12 In *The New Rules of Retail* industry gurus Robin Lewis and Michael Dart explained how unprecedented consumer power enabled by technology and globalization is revolutionizing retail. They warned that survival in these dynamic times called for a business model based on three distinct competencies: preemptive distribution, a neurological customer connection, and total control of the value chain. In the years since that book published, many of their predictions have come true. Now they revisit timeless case studies like Ralph Lauren and Sears, as well as new additions like Trader Joe's, Lululemon, and Warby Parker, to assess how retailers must continue to evolve in the era of e-commerce, data mining, and tiered distribution. They also identify the five current trends that are currently driving consumer demand, including technology integration and channel consolidation, as exemplified by Jeff Bezos at Amazon. This is a fully revised and updated guide from two proven retail prognosticators.

Lead and Disrupt Charles A. O'Reilly III, Michael L. Tushman, 2021-09-07 Fully revised, this second edition offers a proven strategy for using ambidexterity to build discontinuous growth for mature organizations and the flexibility to adapt in fast-changing environments. Why do successful firms find it so difficult to adapt in the face of change to innovate? In the past ten years, the importance of this question has increased as more industries and firms confront disruptive change. The pandemic has accelerated this crisis, collapsing the structures of industries from airlines and medicine to online retail and commercial real estate. Today, leaders in business have an obligation not only to investors but to their employees and communities. At the core of this challenge is helping their organizations to survive in the face of change. The original edition summarized the lessons that the authors, as researchers and consultants, had learned over the previous two decades. Since then, they have continued to work with leaders of organizations around the world confronting disruptive change. With updates to every chapter, including new examples and analysis, this fully revised edition incorporates the lessons and insights that the authors have gained in the past five years. Two new chapters critically examine the role of organizational culture in promoting or hindering ambidexterity and its underlying fundamental disciplines. Using examples from firms such as Microsoft, General Motors, and Amazon, O'Reilly and Tushman illustrate how leaders can align their organization's cultures to fit the needed strategy and how ideation, incubation, and scaling approaches, when used altogether, can successfully develop new growth businesses.

Picture-Work Diana Kamin, 2023-11-21 How the image collection, organized and made available for public consumption, came to define a key feature of contemporary visual culture. The origins of today's kaleidoscopic digital visual culture are many. In this book, Diana Kamin traces the sharing of photographs to an image economy developed throughout the twentieth century by major institutions. *Picture Work* examines how three of these institutions—the New York Public Library, the Museum of Modern Art, and the stock agency H. Armstrong Roberts Inc.—defined the public's understanding of what the photographic image is while building vast collections with universalizing ambitions. Highlighting underexplored figures such as the first rights and reproduction manager at MoMA, Pearl Moeller, and visionary NYPL librarian Romana Javitz, and underexplored professional practices, Diana Kamin

demonstrates how bureaucratic work communicates ideas about images to the public Kamin artfully shows how the public interfaces with these image collections through systems of classification and protocols of search and retrieval These interactions in turn shape contemporary image culture including concepts of authorship art property and value as well as logics of indexing tagging and hyperlinking Together these interactions have forged a concept of the image as alienable content which has intensified with the advent of digital techniques for managing image collections To survey the complicated process of digitization in the nineties and early aughts Kamin also includes interviews with photographers digital asset management system designers librarians and artists on their working practices

Denial Richard S. Tedlow, 2010-03-04 An astute diagnosis of one of the biggest problems in business Denial is the unconscious determination that a certain reality is too terrible to contemplate so therefore it cannot be true We see it everywhere from the alcoholic who swears he's just a social drinker to the president who declares mission accomplished when it isn't In the business world countless companies get stuck in denial while their challenges escalate into crises Harvard Business School professor Richard S. Tedlow tackles two essential questions Why do sane smart leaders often refuse to accept the facts that threaten their companies and careers And how do we find the courage to resist denial when facing new trends changing markets and tough new competitors Tedlow looks at numerous examples of organizations crippled by denial including Ford in the era of the Model T and Coca Cola with its abortive attempt to change its formula He also explores other companies such as Intel Johnson Johnson and DuPont that avoided catastrophe by dealing with harsh realities head on Tedlow identifies the leadership skills that are essential to spotting the early signs of denial and taking the actions required to overcome it

Genealogy of American Finance Robert E. Wright, Richard Sylla, 2015-03-17 In this unique well illustrated book readers learn how fifty financial corporations came to dominate the U.S. banking system and their impact on the nation's political social and economic growth A story that spans more than two centuries of war crisis and opportunity this account reminds readers that American banking was never a fixed enterprise but has evolved in tandem with the country More than 225 years have passed since Alexander Hamilton created one of the nation's first commercial banks Over time these institutions have changed hands names and locations reflecting a wave of mergers acquisitions and other restructuring efforts that echo changes in American finance Some names such as Bank of America and Wells Fargo will be familiar to readers The origins of others including Zions Bancorporation founded by Brigham Young and owned by the Mormon Church until 1960 are surprising Exploring why some banks failed and others thrived this book wonders in light of the 2008 financial crisis whether recent consolidations have reached or even exceeded economically rational limits A key text for navigating the complex terrain of American finance this volume draws a fascinating family tree for projecting the financial future of a nation

Great Events from History, 2007

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