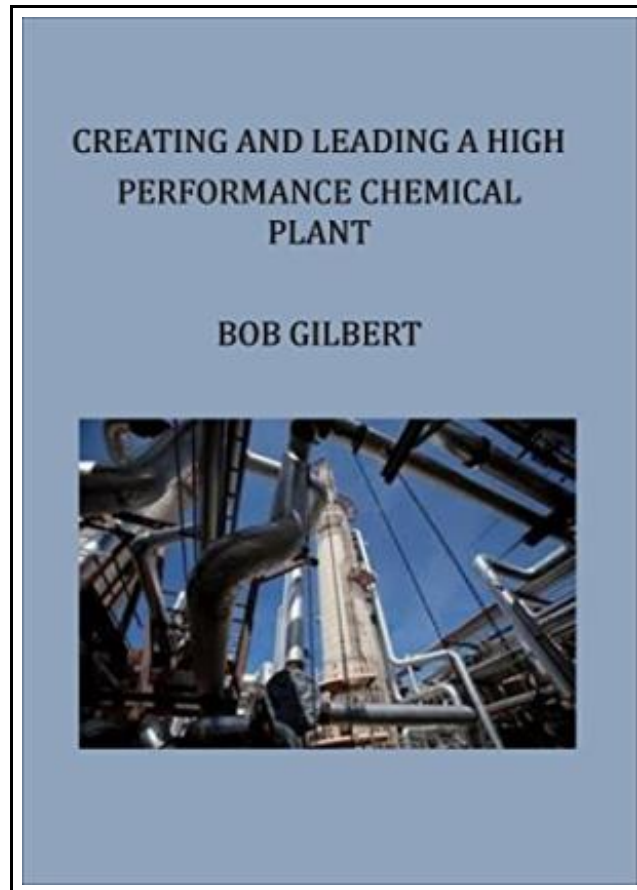


Creating and Leading a High Performance Chemical Plant



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CREATING AND LEADING A HIGH PERFORMANCE CHEMICAL PLANT



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Tate Publishing Enterprises, United States, 2014. Paperback. Book Condition: New. 218 x 145 mm. Language: English . Brand New Book ***** Print on Demand *****.This book is a factual story of the creation of a unique chemical plant in which the workers became responsible for managing their own work. The book describes the origin and gradual evolvement of the work systems and the mistakes as well as the successes of the system. This plant was the subject of two articles by the American Management Association and a case study by the American Productivity Center. It was also referenced in other articles and books. Mr. Bob Gilbert s detailed account of how his team developed an innovative organizational culture in a chemical plant proves once again that leadership and management do matter. Indeed, the principles implemented at the Rohm and Haas chemical plant reflect theories and best practices that have stood the test of time. In particular, the use of self-directed teams, coupled with high expectations and a solid level of trust, are cornerstones of successful organizations of all types. The key is that Bob and his colleagues understood the value of human capital and the need to establish a culture that allowed capable and motivated employees to take responsibility for their productivity and performance. These leadership and management tenets have their roots in Douglas McGregor s Theory X/Theory Y described in The Human Side of Enterprise published in 1960. Those who follow Theory X principles believe that people need to be controlled and directed, are self-centered and are not interested in the betterment of the organization. In comparison, those who follow Theory Y principles believe that people enjoy taking responsibility for their work and will be creative and productive if given the resources and support to do so. McGregor was...



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