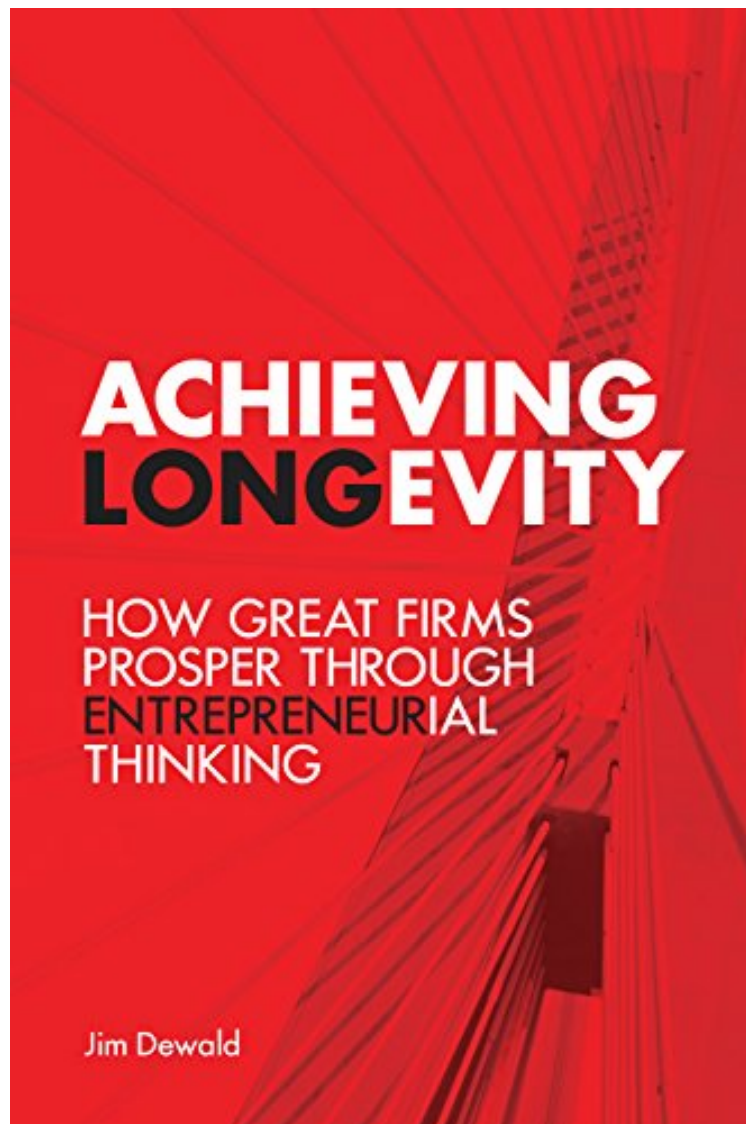


[Read now] Achieving Longevity: How Great Firms Prosper Through Entrepreneurial Thinking (Rotman-UTP Publishing)

## **Achieving Longevity: How Great Firms Prosper Through Entrepreneurial Thinking (Rotman-UTP Publishing)**

*Jim Dewald*

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**Jim Dewald : Achieving Longevity: How Great Firms Prosper Through Entrepreneurial Thinking (Rotman-UTP Publishing)** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Achieving Longevity: How Great Firms Prosper Through Entrepreneurial Thinking (Rotman-UTP Publishing):

0 of 0 people found the following review helpful. Improvement that is not continuous is merely a gesture of no enduring value By Robert Morris Years ago at a GE annual meeting, its then chairman and CEO mdash; Jack Welch

— was asked to explain why he admired small companies and wanted GE to be more like them. His response: “For one, they communicate better. Without the din and prattle of bureaucracy, people listen as well as talk; and since there are fewer of them they generally know and understand each other. Second, small companies move faster. They know the penalties for hesitation in the marketplace. Third, in small companies, with fewer layers and less camouflage, the leaders show up very clearly on the screen. Their performance and its impact are clear to everyone. And, finally, smaller companies waste less. They spend less time in endless reviews and approvals and politics and paper drills. They have fewer people; therefore they can only do the important things. Their people are free to direct their energy and attention toward the marketplace rather than fighting bureaucracy.”

W. Brett Wilson may have had this perspective in mind when observing in the Foreword: “Entrepreneurship is something [begin italics] everyone [end italics] should study for life.” Entrepreneurship is a way of thinking. It’s about innovation. And if there is one lesson I’ve learned from my career, it’s that anyone, anywhere, can have/develop/enjoy an entrepreneurial mindset.

I agree with Welch and Wilson as well as with Jim Dewald who is convinced that organizations really do prosper because they have established and then nourished an entrepreneurial mindset at all levels and in all areas of the given enterprise. Their people are constantly asking this question: “How can we make things better and do so faster at a lower cost?” In this book, Dewald responds to these questions:

1. “What is driving the renewed interest in entrepreneurship — specifically, corporate entrepreneurship? Are we entering a new era in which corporate entrepreneurship will become essential, even for short-term success?” Comment: Welch thought that it was essential for GE thirty years ago. That’s good enough for me.
2. “How can existing business firms best prepare themselves to be entrepreneurial?” Comment: Leaders in many (if not most) organizations think they are entrepreneurial and most are, to varying degree. My opinion is that organizations tend to reward what they value.
3. “What are the pitfalls or barriers, and how can firms and managers best prepare for these unexpected concerns?” Comment: “Unexpected”? In *Art of War*, Sun Tzu asserts that every battle is won or lost before it is fought.

When responding to these key questions, Jim Dewald draws upon a wide and deep background in all dimensions of the business world. He shares an abundance of valuable information, insights, and counsel to leaders who face, each day, challenges in a business world that has become more volatile, more uncertain, more complex, and more ambiguous than at any prior time that I can remember.

His concluding thoughts: “The ability of our corporate sector to adapt to paradigm-shifting innovation is unproven at best, and horribly immature at worst (based on the dot.com bubble). The path to longevity and firm sustainability is paved with the skill of entrepreneurial thinking, embracing an entrepreneurial culture, opportunity identification, bricolage, and effectual reasoning. I hope this book will help you find [or reignite] the entrepreneurial spirit and the source for longevity for your organization.” I share that hope.

1 of 1 people found the following review helpful.  
 Exceptional insights and lessons uncovering the importance of entrepreneurial thinking ...  
 By Jason Hardy  
 Exceptional insights and lessons uncovering the importance of entrepreneurial thinking in achieving innovation and growth in business. A valuable and impactful read for organizational leaders looking to grow + inspire from within. Jim details relevant tools and approaches that can be implemented in any company across all industries. An inspiring read.

Starting a business is hard, but keeping an established company going can be equally challenging. In the long run, every business will need to adapt to changing market conditions, technologies, and competitive environments. *Achieving Longevity* explains how to manage those changes through entrepreneurial thinking. As Jim Dewald shows, the most successful companies thrive by establishing decision-making processes that constantly engage new opportunities, enabling the firm to quickly adapt to disruptive technologies and business models. They allow for tinkering and experimentation and strive to both exploit their competitive advantage today and explore new ideas that will give them an edge tomorrow. *Achieving Longevity* provides a framework for introducing the tools and culture necessary to foster entrepreneurial thinking, as well as advice on how to overcome common obstacles to corporate entrepreneurship. Drawing on Dr. Dewald’s own experience as an entrepreneur, a successful corporate executive, and a professor of strategy, the book offers numerous examples of how to combine the strengths of an established firm with the innovative, outside the box thinking of a start-up venture.

“This book should be read by all managers, business faculty, and students.” Essential (D. W. Huffmire Choice Magazine vol 54:06:2017)

“Achieving Longevity makes a convincing argument that should bolster the courage of leaders who know they need to push their firms to greatness.” (Barry Silverstein Foreword s, August 26, 2016)

“In *Achieving Longevity*, Jim Dewald brings a fresh and practical perspective to the age-old question of why some firms are able to adapt, while others stagnate or die. Building on his experiences as a businessman-turned-academic, Dewald shows how entrepreneurial thinking lies at the heart of any successful firm, and he provides highly practical advice on how to convert this mindset into action. I strongly recommend the book to executives in small and large firms alike.” (Julian Birkinshaw, Professor of Strategy and Entrepreneurship, London Business School)

“Jim Dewald’s book addresses a conundrum many firms face: how to maintain consistently high performance in the face of unpredictable environmental change. His solution is both simple and

powerful:nbsp; leverage entrepreneurial thinking to continuously reinvent who and what a firm does.nbsp; His book identifies a set of tools leaders can use to drive this reinvention process, tools that can enhance a firm's longevity." (Jay B. Barney, Presidential Professor of Strategic Management, University of Utah)"If it ain't broke don't fix it" is a hackneyed adage that is sadly still embraced by too many leaders in today's cut-throat world of fast-paced competition and disruptive change. Jim Dewald's Achieving Longevity is a must-read for corporate leaders who want to understand the true meaning of the word "innovation" as a strategy for success." (Peter Tertzakian, Chief Energy Economist and Managing Director, ARC Financial Corporation)"Jim Dewald's Achieving Longevity: How Great Firms Prosper through Entrepreneurial Thinking (Rotman/UTP) is a great book on how established organisations can adapt and succeed in a world of changing markets, technological advances and competitive environments, through entrepreneurial thinking. This is very applicable not only to companies but also to universities, which are adapting to a transformed world." (Elizabeth Cannon, President and Vice-chancellor, University of Calgary, and Chair of Universities Canada Times Higher Education, Books of the Year 2016)"Jim's book is a thought-provoking call to action for all CEOs who want their legacy to be a company that thrives for generations. An inspiring read!" (Lesley Conway, Managing Director, Hopewell Residential)About the AuthorJim Dewald is Dean of the Haskayne School of Business at the University of Calgary.W. Brett Wilson, CM, is one of Canada's best-known businessmen and most respected philanthropists.