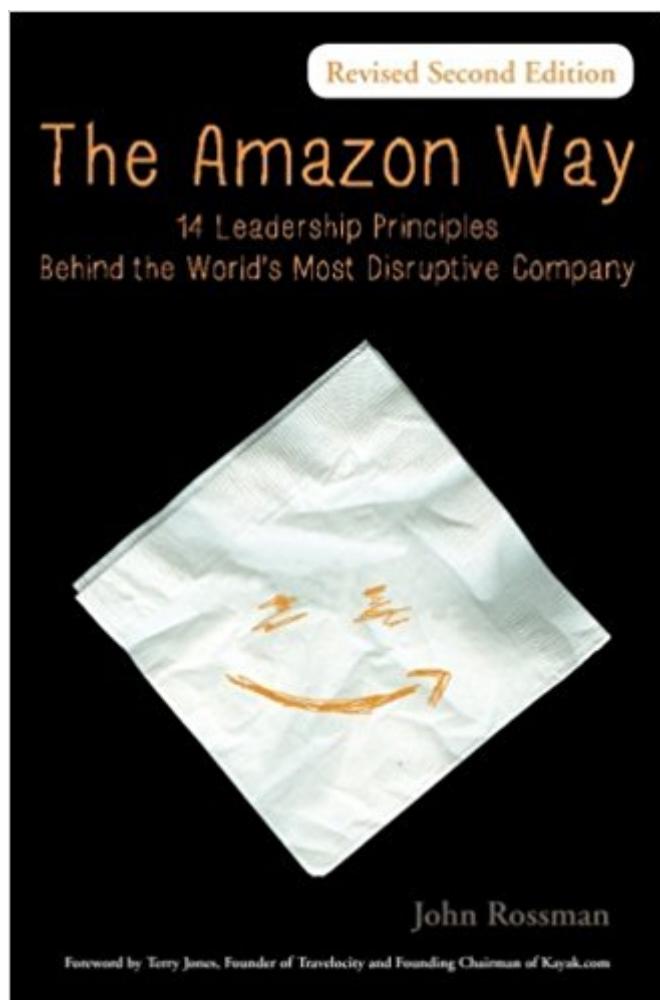


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# The Way: 14 Leadership Principles Behind The World's Most Disruptive Company



## Synopsis

Revised second edition in September, 2016 Interested in innovating and creating a customer focused culture like ? In The Way, Rossman introduces readers to the unique corporate culture of the worldâ™s largest Internet retailer, with a focus on the fourteen leadership principles that have guided and shaped its decisions and its distinctive leadership culture -- as only an insider could do. Peppered with humorous and enlightening firsthand anecdotes from the authorâ™s career at , this revealing business guide is also filled with the valuable lessons that have served Jeff Bezosâ™s âœeverything storeâ• so wellâ" providing expert advice for aspiring entrepreneurs, CEOs, and investors alike. In just twenty years, .com has gone from a start-up internet bookseller to a global company revolutionizing and disrupting multiple industries, including retail, publishing, logistics, devices, apparel, and cloud computing. But what is at the heart of .comâ™s rise to success? Is it the tens of millions of items in stock, the companyâ™s technological prowess, or the many customer service innovations like âœone-clickâ•? As a leader at who had a front-row seat during its formative years, John Rossman understands the iconic company better than most. From the launch of â™s third-party seller program to their foray into enterprise services, he witnessed it allâ" the amazing successes, the little-known failures, and the experiments whose outcomes are still in doubt.

## Book Information

Paperback: 170 pages

Publisher: CreateSpace Independent Publishing Platform; 2 edition (May 9, 2014)

Language: English

ISBN-10: 1499296770

ISBN-13: 978-1499296778

Product Dimensions: 5.2 x 0.4 x 8 inches

Shipping Weight: 9 ounces (View shipping rates and policies)

Average Customer Review: 4.5 out of 5 stars 178 customer reviews

Best Sellers Rank: #13,118 in Books (See Top 100 in Books) #12 in Books > Business & Money > Industries > Retailing #48 in Books > Business & Money > Processes & Infrastructure > E-Commerce #52 in Books > Business & Money > Biography & History > Company Profiles

## Customer Reviews

Succinct, engaging and crafted from a high-level viewpoint; a rare open-kimono look at how one of the worldâ™s most innovative companies executes its vision. A former executive offers an

insiderâ™s perspective on the companyâ™s guiding principles. has had its share of coverage, including Brad Stoneâ™s The Everything Store: Jeff Bezos and the Age of (2013). But this lean book cuts a different way. Rossman, an executive at who left to become a managing director at a consulting firm, weaves his own war stories around â™s 14 leadership principles. While these principles are no secret, Rossman brings them to life with insightful commentary of his own. Each chapter begins with a salient âœLeaders at â |â • statement, e.g., âœLeaders at focus on the key outputs for their business and deliver them with the right quality and in a timely fashion. Despite setbacks, they rise to the occasion and never settle.â • Rossman then offers observations and anecdotes illuminating the corresponding idea. For example, in Chapter 1, âœObsess Over the Customer,â • he discusses â™s three customer desires, which the company considers âœits holy trinityâ •â "price, selection and availability. Instead of generalities, however, Rossman shares specific insider details that make each principle more dramatic. He relates one instance when was told by Apple that the company couldnâ™t deliver 4,000 iPods in time for Christmas. âœWe were not the kind of company that ruined peopleâ™s Christmas because of a lack of availabilityâ "not under any circumstances,â • writes Rossman, so purchased the iPods at retail and had them shipped to their warehouse to be repackaged and delivered to customers. Â So too is Rossmanâ™s characterization of Jeff Bezos, who comes across as a remarkably driven, if irascible, leader. As for the iPods, Bezos agreed but quipped, âœI hope youâ™ll get in touch with Apple and try to get our money back from the bastards.â •

John Rossman is a former .com executive and tells this story as only an insider could. He is a sought after analyst by media ranging from CNBC to the New York Times. He develops and implements innovative business models, technology strategies, and operations improvement for Fortune 500 companies in industry sectors ranging from high tech, to philanthropy to retail. He currently works as a managing director for Alvarez & Marsal, a global, professional services firm that delivers performance improvement, turnaround management, and business advisory services. Prior to A&M, John served as director of enterprise services at .com, where he developed the Merchants @ program, a B2B network that enables millions of sellers to offer products through , which now is over 40 percent of all orders. He also ran the relationships with enterprise clients like Target.com, Toys âœRâ • Us, Sears.ca, Marks and Spencer, and the NBA.

If you are looking for a way to improve how you manage your own company or are just curious about an inside look at how works this is a great place to start. Of all the books I've read on this

one seems the most useful and insightful. By reading this book you can gain knowledge that will allow you to apply lessons learned to your own business. I feel this book effectively captures the essence of 's leadership. There are many quotes and letters by Jeff Bezos which reveal his brilliance and also dedication to customers. He really does seek to delight customers and wants them to have the best experience on the web. Some of his comments are also lol funny. This book explains how Jeff Bezos has built a culture that meets extremely high standards. While other authors have perhaps guessed at what Jeff is thinking, John Rossman actually really seems to know and bases his information off Jeff's words. The heart of is finally revealed. John Rossman excels at paying attention to the details. Most books on tend to be highly analytical but this one goes even deeper to the core of what is. Working at seems to be a character building process. Some of the stories of what has done to keep customers happy are also amazing. The technology is mind blowing. I especially enjoy books written by former employees and this one is no exception. Since John Rossman used to work for he has the inside scoop and he presents people who work there in a very positive light. What this book does well is capture the excitement of . I read this book in one day and had trouble putting it down. It was that interesting. Now I understand the depths to which Jeff Bezos goes to make my favorite website. This book made me wonder what surprises are awaiting us all in the near future. So I felt this was an intellectually invigorating read and I especially enjoyed Jeff's letters to his stockholders. This book gives sage advice on how to manage a company that is customer-centric. It also explains what attracts high-performing employees. You can't afford not to read this book if you own your own company. It is that good!~The Rebecca

Review

John does a great job of documenting the principles of , and more importantly how those principles can apply to our organizations. My favorite Chapter is Chapter 3: Invent and Simplify. The Way is packed full of fantastic stories and told with humor. For any organization that is looking to build a customer experience, I would recommend this book to any executive. The only thing that I would recommend over reading the Way is listening to John speak in person. "The best customer service is no service - because the best experience happens when the customer never has to ask for help at all" - Customer Service principle. Rad.

I enjoyed reading John's book. It was clear and concise. His insights on the growth and development of and the unique culture made for a very interesting read. I liked his ability to articulate ideas that seem common sense, but as I read his work had found that I had never clearly

articulated the ideas myself. His thought and effort was edifying. I was surprised that one idea expressed (not his but from Bezos) was able to impact my mindset. The "would I regret not doing something looking back" instead of "would I regret doing something looking back" had a significant impact on current decisions in front of me at the time.

As I prepare for my MBA program to begin, I have voraciously read any materials that relate to my career interests in leadership development, operations management, and competitive/organizational strategy. After having spoken with numerous alumni and others that are currently working at , I quickly came to the realization that this is a place where I HAVE to work. Thus, it was recommended to me on several occasions that I pick up a copy of The Way. Fast forward several months, and I am now reading this book for the third time. It is a physically small book but the contents have been extraordinarily helpful as I begin to prepare for interview season. While is very outspoken about its principles, this book describes in great detail how these principles have actually been implemented. Because of this, it has allowed me to think back on my career thus far and see how I have personally and sub-consciously used these principles in my own life. It's a quick read but you will no doubt walk away amazed at what has achieved in such a short period of time by strictly adhering to the 14 principles. Highly recommended!

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