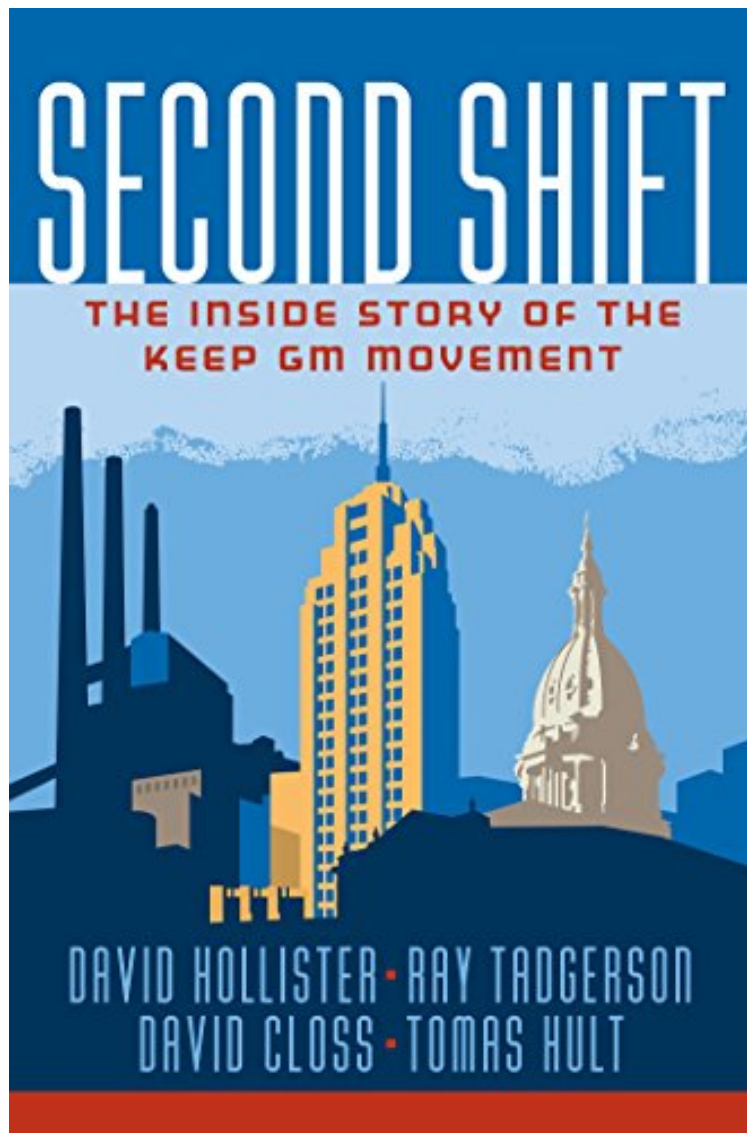


[Free pdf] Second Shift: The Inside Story of the Keep GM Movement: The Inside Story of the Keep GM Movement (Business Books)

## Second Shift: The Inside Story of the Keep GM Movement: The Inside Story of the Keep GM Movement (Business Books)

*David Hollister, Ray Tadgerson, David Closs, G. Tomas M. Hult*  
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**David Hollister, Ray Tadgerson, David Closs, G. Tomas M. Hult : Second Shift: The Inside Story of the Keep GM Movement: The Inside Story of the Keep GM Movement (Business Books)** before purchasing it in order to gage whether or not it would be worth my time, and all praised Second Shift: The Inside Story of the Keep GM Movement: The Inside Story of the Keep GM Movement (Business Books):

1 of 1 people found the following review helpful. Dullish narrative but inspiring storyBy E.M. BristolIn 1996, two

years into his first term, Mayor David Hollister of Lansing, Mich. was confronted with the sobering news that General Motors planned to close its area plant and move. In the late nineties, GM was responsible for 7,000 direct jobs, 20,000 jobs with community ties, and 50,000 statewide jobs in commerce, so calling this a potential catastrophe would not be exaggerating. However, Hollister refused to be daunted and reached out to other business leaders, including Edward Donovan, Municipal Government for GM. Together they would come up with, then implement a six-step strategic framework to find a way to keep GM. Successfully implementing this process meant coordinating and working with a number of groups, each with its own agenda, including business, labor, local and state government, citizens and community organizations. As it turned out - and is detailed in this book, the campaign was a stunning success: General Motors ultimately wound up building multiple state of the art manufacturing plants in Michigan. The "Second Shift" is the story of how this came about. The Six Steps. 1. Identifying challenges 2. Partnering: i.e. building strong relationships between different groups (and political party lines) 3. Building: i.e. employing a willingness to be flexible and continually evaluate how effective the process is 4. Solving, i.e. engage in constant problem solving 5. Celebrating, i.e. mark successful milestones, both big and small 6. Persevering One thing that struck me was how willing the various authors and people interviewed were willing to admit that in multiple places, it had not been a smooth journey. But a willingness to put aside past personal differences and focus on the real issues helped the players stay the course. Thoughts: There were two things that got in my way of my absorption in this book. One was the exclamation points, which probably sounds like a nitpick, but there it was. The other was the repetition of blocks of text and quotes to the point I occasionally wondered if I was rereading a page. However, overall, a very inspiring true-life story. At one point, someone suggests that the six step model could effectively be used in Washington, D.C. And I couldn't help feeling they had a point. 0 of 0 people found the following review helpful. Baby Boomer and Millennial Views By Lynrie Baby Boomer and Millennial Views Two of us read this book and both had differing opinions. I felt as the Baby Boomer I needed my son to read it so when this occurs again in a town near him he needs to have the knowledge and guts to actively participate for his community and livelihood. My childhood and community was adversely affected and effected by TWO factories closing, Having a documented strategy and footprint to guide and navigate sure beats starting from Square One. My Millennial Son felt it was too much like his dreary textbooks. He put it down and only picked it up as a nagged. I was used to the rigorous detail I had for Six Sigma Quality training to endure and implement as foreign countries were beating us in industries America had lead since post WWII. This book is both a cautionary tale and documentation that will be needed as the economic cyclical AGAIN impact our jobs, livelihoods and communities. Yes, it is worth the read whether you can access the information or trudge through it as my Millennial did. The information is worth having authors with middle school and high school purview/bent to write the cautionary tale for our young folks to pique their interest both from an American History, Social and Economics perspective so they are informed and don't re-invent the wheel either. I was an elementary school teacher before re-training to join Corporate America. Working with college educated young folks who had no clue about recent American History was a challenge for this old-timer. 0 of 0 people found the following review helpful. tie the employer to the community By William S Jamison This collaboratively written book describes how one community dealt with the potential of its major employer leaving for a more competitive environment by revamping their own community to become the better competitive environment and attract the employer to stay. Considering the increased competition due to international trade many companies have left - as Ross Perot once predicted that great sucking sound as American jobs would leave the US for cheaper places to build products - on many communities in the US - especially those in the so called Rust Belt - the question on those communities leaders minds is how to transform the community to be so competitive the jobs stay where they are in their community. This becomes a very complex issue as there are interrelationships that can be built that tie the employer to the community as well as changes in tax structure and other issues and benefits that enable the community to become far more attractive than foreign environments. This is no mean trick and the challenge continues in many other communities besides those where General Motors is an integral part. Here in Lansing, the original home of the automobile, the challenge was great but the Second Shift model appears to have worked.

The dynamic, collaborative management model that saved a U.S. manufacturing city When car-making giant General Motors decided to close its plant in Lansing, Michigan, in 1996, one person—the city's newly elected mayor—stood up and said "no." Initially, it was the cry of a man in the wilderness. Not once in its century-long history had GM reversed a decision to close a plant. But Mayor David Hollister quietly went to work building the Lansing Works! Keep GM! movement and succeeded in defying all the odds. Lansing remains GM's Oldsmobile headquarters. Hollister's collaborative problem-solving approach—the Second Shift model—succeeded in bringing together state and regional politicians, economic developers, private sector firms, labor unions, educators, and residents of the region. Powerful, persuasive, and well-organized, this coalition implemented a strategic, six-dimensional framework to achieve the seemingly impossible: • Identifying: Name the challenge and its impact • Partnering: Develop meaningful relationships • Building: Construct your strategy as you go • Solving: Engage in constant problem solving • Celebrating: Mark successful milestones

Persevering: Adapt and endure The Lansing Works! Keep GM! movement was a victory of people over bureaucracy, of a can-do attitude over cynicism; a story rarely told in today's complex, technological, and often dehumanizing world of large business and out-of-control government. And the best part was that, in the end, both sides came away winners. It's proof positive that when the public and private sectors work together as equal partners, amazing things can happen. One of the great business sagas of modern times, Second Shift provides a proven, practical design for problem solving that anyone can apply in any business, large or small.

From the Back Cover: Second Shift captures a truly unique and uplifting story of teamwork on a whole new level. It's a tribute to General Motors, its workers and to leaders across the community who came together with a common purpose. Second Shift defines teamwork in a new way and is full of meaningful lessons for leaders and communities across our country. - Debbie Stabenow, U.S. Senator; Teamwork and rebounding win a lot of basketball games, and teamwork and rebounding helped Lansing save GM in town. Second Shift shows what true collaboration, a shared vision, and hard work can do for a community. - Tom Izzo, Head Basketball Coach, Michigan State University, and 2016 Naismith Memorial Basketball Hall of Fame Inductee; True satisfaction has many stakeholders. The Second Shift Model provides a superb roadmap to get all stakeholders engaged. - Claes Fornell, Founder, American Customer Satisfaction Index (ACSI); and Chair, Board of Directors, CFI Group Worldwide; Keeping GM in Lansing was a shared vision. Local UAW leaders and membership, politicians, business leaders, and General Motors came together for the benefit of the whole community, with no single person more important than the others. - Mike Green, President, United Auto Workers (UAW) Local 652, Lansing, Michigan; No one can take what they have for granted, particularly in this very complex global marketplace. Decisions are often made by those who do not have a personal knowledge of the community. Thus, every day we must continue to grow the value of our work to diverse stakeholders. Second Shift is an exceptional story of perseverance. - Lou Anna K. Simon, President, Michigan State University About the Author David Hollister was mayor of Lansing, Michigan, from 1994 to 2003, after which he served as Director of the Michigan Department of Labor and Economic Growth. Ray Tadgerson, former CEO and President of C2AE, served as the project director of the Blue Ribbon Committee to Retain GM. David Closs is Professor, McConnell Endowed Chair, and Chairperson of the Department of Supply Chain Management in the Eli Broad College of Business at Michigan State University. Tomas Hult is Professor, Byington Endowed Chair, and Director of the International Business Center in the Eli Broad College of Business at Michigan State University.