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more effectively as a program or an  
organization creates a larger footprint.

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Sutton, Hayagreeva Rao. Crown Business, 2014. Organizational Behavior, Career & Success, Leadership, Management.

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the personal actions required for tackling  
this leadership challenge."

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Robert Sutton and Huggy Rao's book  
"Scaling Up Excellence" shows you how  
you can look at a part of your organisation  
that is working well and get all the other  
parts to follow. According to Sutton and  
Rao, this can be difficult to scale up and  
implement but it is possible.

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SCALING UP EXCELLENCE is the first major business book about scaling and is co-authored by two Stanford professors: Robert I. Sutton and Huggy Rao. For every leader, team or organization, the "problem of more" is universal: how do you spread

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pockets of excellence from those who  
have them to those who need them?

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Scaling is one of the toughest challenges  
that senior leaders face. Executives can  
always point to places where a company is

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doing a great job. What drives them, keeps them up at night, and devours their workdays is the difficulty of spreading excellence to more people and more places. This "problem of more" is tough to crack.

Bad to great: The path to scaling up

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By Bob Sutton Stanford University

Professor Bob Sutton stopped by AMA  
recently to participate in a webcast about



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his new book *Scaling Up Excellence: Getting to More Without Settling for Less* (Crown Business, 2014), which he coauthored with Huggy Rao. The following has been excerpted and adapted from his remarks.

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Scaling Up Excellence: Getting To  
More Without Settling for Less How do the best  
Less leaders and teams instill, develop, and  
spread the right mindsets in their people?  
What does it take to build or uncover  
pockets of exemplary performance? How  
do you keep recharging organizations with  
ever-better work practices?

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the personal actions required for tackling  
this leadership challenge.□

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Organizations need to be able to scale to survive. In their 2014 book, *Scaling Up Excellence*, Robert I. Sutton and Huggy Rao share research-backed strategies that can help organizations replicate excellence in new places and successfully scale. This audiobook summary distills some of the

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