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and incompetence— that too often frustrate reforms and keep many good ideas from achieving their goals. Through engaging accounts of both organizational successes and colossal failures, Sutton and Rao offer practical wisdom for scaling improvements in complex

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Scaling Up Excellence, bestselling author Robert Sutton and Huggy Rao tackle a challenge that determines every organization's success: scaling up farther, faster, and more effectively as a program or an organization creates a larger footprint.

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Scaling Up Excellence: Getting to More Without Settling for Less. By Robert I. Sutton, Hayagreeva Rao. Crown Business, 2014.

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those splendid deeds, and as an  
organization grows bigger and  
older — rather than slipping

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toward mediocrity or worse —  
recharge it with better ways of  
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This complete summary of the ideas from 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

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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.

Scaling Up Excellence: Getting to More Without Settling ...

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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 pockets of

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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

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to places where a company is 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.

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Scaling Up Excellence: Getting to  
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By Bob Sutton Stanford University

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

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(Crown Business, 2014), which he coauthored with Huggy Rao. The following has been excerpted and adapted from his remarks.

Scaling Up Excellence | AMA  
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How do the best 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

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nitty-gritty problems on the ground without getting derailed by lofty goals. Sutton and Rao keep us focused on the personal actions required for tackling this leadership challenge."

Scaling Up Excellence by Robert I.

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Organizations need to be able to

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of the key lessons in Scaling Up  
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Excellence into a series of concise  
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