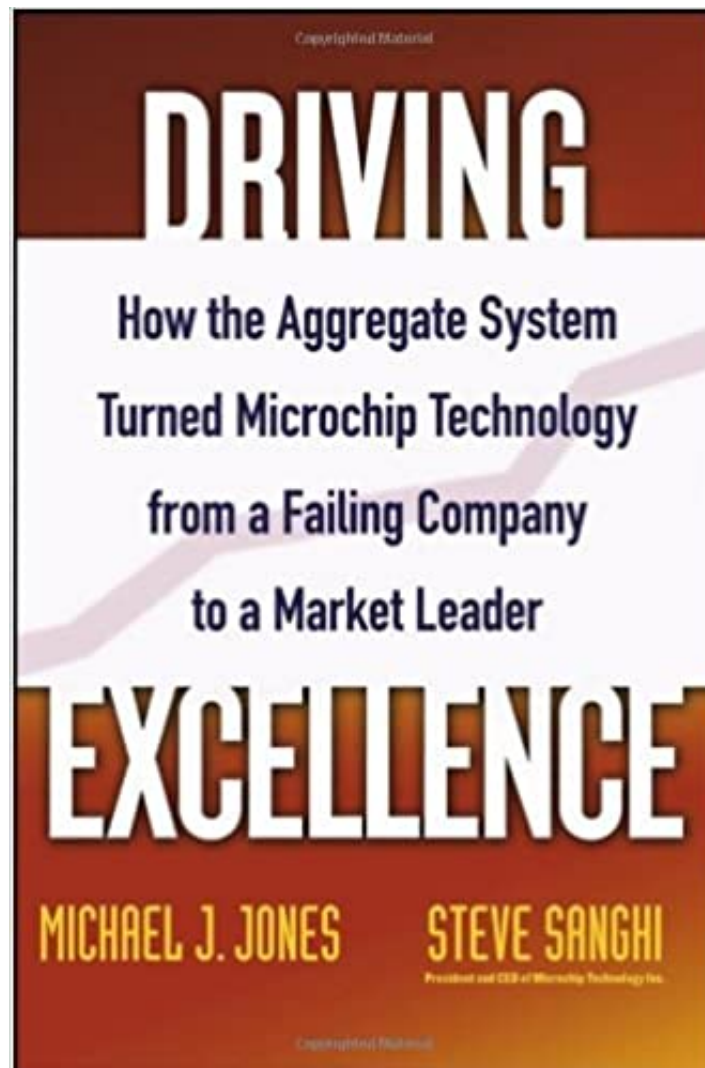


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# Driving Excellence: How The Aggregate System Turned Microchip Technology From a Failing Company to a Market Leader

*by*  
Joan Magretta



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## Synopsis

Praise for DRIVING EXCELLENCE "A well-organized compendium of immense common sense. [The authors'] values-based, walk-the-talk approach recognizes the fast-changing environment we live in. It shows the importance of aggregating and integrating knowledge and experience on a continuing basis. Finally, it demonstrates the significance of creating a culture that reinforces those values and takes pride in thriving on the complexity."—John E. Abele, founder and Director, Boston Scientific Corporation "The Aggregate System is a powerful blend of strategic formula, exceptional culture, and human systems combined into a complete self-perpetuating system to produce exceptional performance. Anyone interested in improving the performance of his or her company should read this book."—Jerry Colangelo, CEO and Chairman, Phoenix Suns "This is not another 'silver bullet' piece of academic advice on how to do a quick fix to some imaginary business. Driving Excellence is a serious and detailed insight into how a real CEO, Steve Sanghi, has transformed a real company, Microchip, into a world-class enterprise. Anyone interested in understanding the realities of implementing and sustaining an enterprise-wide constant improvement plan should read this book."—Dean Kamen, founder and President, DEKA Research & Development Corporation, inventor of the Segway HT, National Inventors Hall of Fame inductee "Driving Excellence is the first book to deal with the integration of all the core elements that are essential to running a business. It should be required reading for all executives and venture firms looking to boost return on invested capital and add some consistency to their growth. High praise is due to Michael Jones and Steve Sanghi for developing a blueprint that works in the real world."—Ed Sperling, Editor in Chief, Electronic News "This book provides a nicely developed framework to understand organizational effectiveness and performance, drawing upon Sanghi's managerial skills, perfected in his significant turnaround performance at Microchip. Importantly, the reader benefits from insight and experience about building an organizational culture productive to performance and competitiveness."—Steven Stralser, PhD, author of MBA in a Day

## Sort review

From the Inside Flap When Steve Sanghi took over as CEO of Microchip Technology in 1990, the company was in dire straits. It was hemorrhaging money, its technology was outmoded, its factories were inefficient, and its employees lacked morale. So many things were wrong with the company that Sanghi didn't know where to start. A parade of consultants marched through the Microchip offices offering every kind of cure, from cycle time reduction to process controls to outsourcing. All those suggestions were valid, but there was no single cure for what ailed Microchip. Sanghi recognized that Microchip required an approach that would improve all aspects of the enterprise and involve every employee in the quest for improvement. But since no one could offer such an approach, it was up to Sanghi and Michael Jones, the company's Vice President of Human Resources, to develop their own model for reform. Together, Sanghi and Jones designed and, with the help of an outstanding management team, implemented the Aggregate System. As the name implies, the Aggregate System is designed to simultaneously improve all of a company's business processes by aligning and uniting the processes and elements that lead to success. Rather than focusing solely on manufacturing processes, business strategies, or workforces, the Aggregate System is a big-picture approach that creates an exceptional business culture and a management model that institutionalizes and perpetuates improvement across the entire business. Today, Microchip is a leader in the

semiconductor industry. The Aggregate System worked for Microchip and it can work for you too. Now, in this practical and prescriptive guide, Sanghi and Jones explain the origin and proper implementation of the Aggregate System so that business leaders can apply it to their own struggling organizations. In four sections, they explain the story of Microchip and its rebirth; how the Aggregate System works and the ten key elements of it; the foundations of a true values-based corporate culture; and, finally, how you can put it to work in your own organization. Based on hard-earned experience, the Aggregate System is a real-world solution for real-world business problems. It's no magic bullet and it won't change your business overnight. What it will do is show you how to create a business culture that improves, and succeeds, at every endeavor.--This text refers to an alternate kindle\_edition edition.

From the Back Cover Praise for DRIVING EXCELLENCE "A well-organized compendium of immense common sense. [The authors'] values-based, walk-the-talk approach recognizes the fast-changing environment we live in. It shows the importance of aggregating and integrating knowledge and experience on a continuing basis. Finally, it demonstrates the significance of creating a culture that reinforces those values and takes pride in thriving on the complexity."—John E. Abele, founder and Director, Boston Scientific Corporation "The Aggregate System is a powerful blend of strategic formula, exceptional culture, and human systems combined into a complete self-perpetuating system to produce exceptional performance. Anyone interested in improving the performance of his or her company should read this book."—Jerry Colangelo, CEO and Chairman, Phoenix Suns "This is not another 'silver bullet' piece of academic advice on how to do a quick fix to some imaginary business. Driving Excellence is a serious and detailed insight into how a real CEO, Steve Sanghi, has transformed a real company, Microchip, into a world-class enterprise. Anyone interested in understanding the realities of implementing and sustaining an enterprise-wide constant improvement plan should read this book."—Dean Kamen, founder and President, DEKA Research & Development Corporation, inventor of the Segway HT, National Inventors Hall of Fame inductee "Driving Excellence is the first book to deal with the integration of all the core elements that are essential to running a business. It should be required reading for all executives and venture firms looking to boost return on invested capital and add some consistency to their growth. High praise is due to Michael Jones and Steve Sanghi for developing a blueprint that works in the real world."—Ed Sperling, Editor in Chief, Electronic News "This book provides a nicely developed framework to understand organizational effectiveness and performance, drawing upon Sanghi's managerial skills, perfected in his significant turnaround performance at Microchip. Importantly, the reader benefits from insight and experience about building an organizational culture productive to performance and competitiveness."—Steven Stralser, PhD, author of MBA in a Day--This text refers to an alternate kindle\_edition edition.

About the Author Steve Sanghi is the President, CEO and Chairman of the Board of Microchip Technology Inc. Under his leadership Microchip became the top IPO of 1993. Steve holds a MS in Electrical and Computer Engineering from University of Massachusetts and BS in Electronics and Communications from Punjab University, India. In June 1995 he received an Arizona Entrepreneur of the Year Award and was a finalist in the National Turnaround Entrepreneur of the Year category. Steve co-chairs the State of Arizona Governor's Council of Innovation and Technology, and is a member of the Board of Trustees of Kettering University in Flint Michigan. His media appearances include: CBNC Squawk Box (May 05') and Mad with Money, Jim Cramer's show; Bloomberg TV and radio, quoted in the WSJ and more. Michael J. Jones, retired from Microchip Technology Inc. in 2004. Prior to that he was the VP of Human Resources. Michael was one of the primary architects of Microchip's successful company culture. A graduate of California State University,

Chico, he holds a MA from the College of Communication and Education and a BA in Psychology. He is currently starting his own HR consulting practice to train others on the success of The Aggregate System.--This text refers to an alternate kindle\_edition edition.Read more

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### **What people say about this book**

jrt, "Good read on building or changing to a "values" based .... Good read on building or changing to a "values" based culture and the critical need of senior management to walk the walk. Many of these ideas have been and written by different authors, but the benefit of this book is pulling all the pieces together into a "system". The authors use examples from their experience at MicroChip Technologies where they transformed the culture over the course of a decade or so. The company went from facing bankruptcy to a leader in the semiconductor industry. One of the most competitive industries in the world."

Ebook Tops Reader, "A decent read. Having seen Microchip from the inside, I would say that the material presented in this book is truly what is practiced. Good message...A little disjointed and redundant."

W.T. Wilson, "Five Stars. item delivery and condition as advertized."

Pierre Lategan, "Five Stars. A brilliant guide to change your business."

Richard Lee, "An excellent read. Caveat-----I am a software engineer who read a few books on software management by Steve McConnell. This is my first real book on business processes. However, one of my hobbies is reading about evolution, evolutionary biology, evolutionary psychology, evolutionary anthropology, neuroscience, religion, atheism, and morality. Opinion-----An amazing book! For me it was a real page turner and I finished it in one day. I was totally onboard with 99% of the message. In fact I had many a chuckle at the wrong practices described which I have observed for so many years. I didn't know business people were so up to speed on the underlying science. The science is solid, though it's hard to tell from the book. Obviously one of the authors based his statements on the genetic influence of personality on books such as "The Blank Slate" by Steven Pinker. Referencing such works directly would have made "Driving Excellence" an even more compelling and convincing work. I imagine some will suggest that the Aggregate System is cultish, but there is nothing in the book which is not well supported by science. Therefore, there is no requirement to take their statements on faith. Parts of this book remind me of the message conveyed in the old book "The Road Less Traveled" by M. Scott Peck, which was quite surprising. Continuous self

improvement is possible. I loved the line in Chapter 3: "Politics, Ego, and Arrogance Not Allowed" The word "Ego" appears 19 times in the book, all negatively. The authors suggest that "Ego" should be channeled into the "larger goal of building an impressive company". I believe it can also be channeled into the pleasure of feeling the happiness of a co-worker when he/she accomplishes something. Kudos to Mike Jones and Steve Sanghi for sharing their experience and expertise. NitPicks-----References No bibliography, notes, further reading, etc. At least it had an index. Beliefs and Values As described by Michael Shermer in "The Believing Brain", and his older books, we tend to form beliefs for emotional reasons, and then use our intellect to rationalize those beliefs. Paradoxically, more intelligent people do not necessarily form better beliefs. They just are more adept at rationalizing those beliefs. Therefore their derived value system may be more difficult to modify, especially in the higher (more intelligent) ranks of the company. Manager as therapist The manager as therapist is a little disconcerting. Certainly many minor personality traits are amenable to manager intervention. Obviously, a more serious personality disorder is best handled by the experts. But will all managers know the difference between the two? Offshoring Investors seem to expect some degree of offshoring in technology companies. Therefore a chapter on "The Aggregate System and Offshoring" would have been welcome. I have read about nightmare offshoring projects. How would the Aggregate System ameliorate the inherent difficulties of offshoring? Do religious beliefs in India present any challenges to instituting the Aggregate System? Is the Aggregate System easier to institute in China as it is less of an ego driven culture? And various other interesting questions about offshoring. Onshore Offshoring As soon as a technology company acquires significant offshoring capacity, the onshore design centers generally see a reduction in morale and a belief that they are all "short timers". How does the Aggregate System handle that? Even worse, how would the Aggregate System be introduced to such a group?"

Umesh Satyanarayana, "Good read to understand how run a business with value system, processes & policies?. If you are pursuing MBA or aspiring to, this book is a must read. You can understand how aggregate system works - value, culture, principles, team works - all integrated and woven to deliver a process driven organisation, looking for continuous improvement and thereby create value for employees, shareholders and its customers. Book has gone depth in analyzing every department, its value, system and processes. Thank you Mike and Steve."

Jerome D. George, "Sent one to my brother, an Operations Manager.. This book provides a good argument valuing "human capital." So many people in business think only that "the dollar drives the business." People drive the business that drives the dollar. Too few examples make this a dry text that is sometimes difficult to relate to one's own experience."

Paul A Bergquist, "Outstanding book I have read it twice! Comprehensive organizational .... Outstanding book I have read it twice! Comprehensive organizational development book with real world examples that allow you to apply the teachings in your organization."

Violet Taege, "empfehlenswert. Das Buch ist eine brillante Erfolgsgeschichte aus der man sehr viel für dich rausziehen kann, wenn man sich genug Zeit nimmt sich die ein oder andere Notiz zu machen."

The book by Joan Magretta has a rating of 5 out of 4.5. 16 people have provided feedback.

## **Book Information**

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