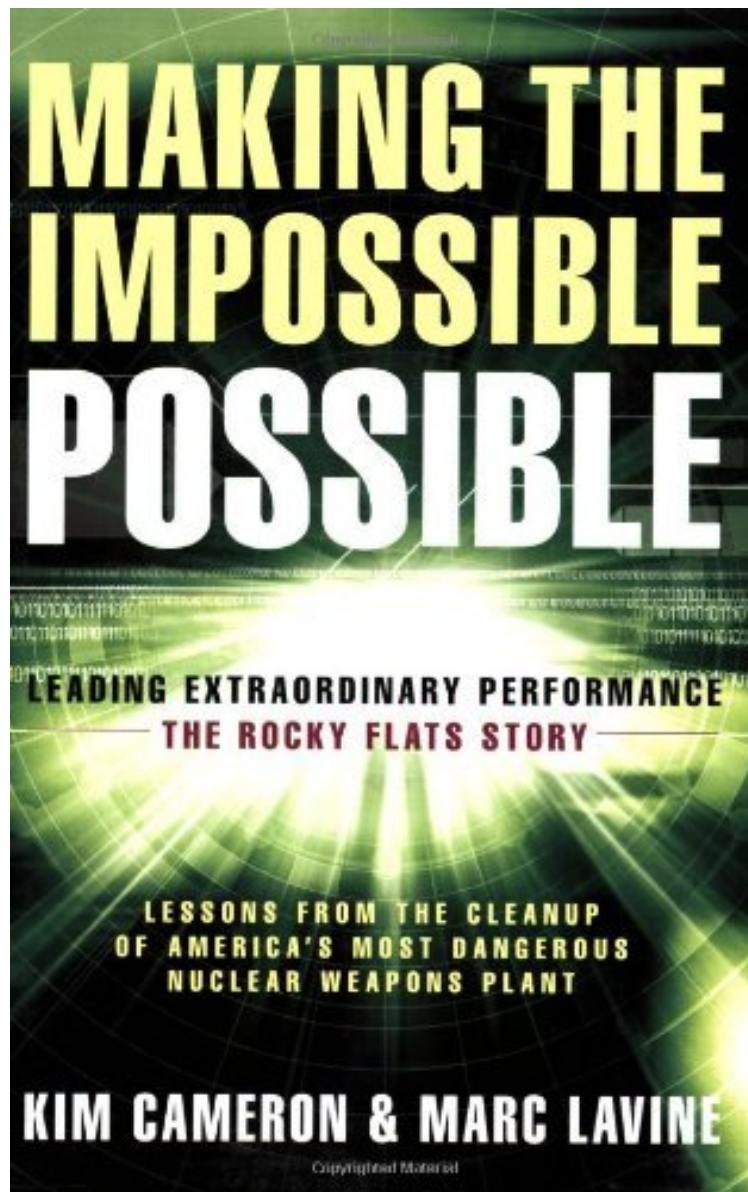


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## **Making the Impossible Possible: Leading Extraordinary Performance: The Rocky Flats Story**

*Kim Cameron, Marc Lavine*

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**Kim Cameron, Marc Lavine : Making the Impossible Possible: Leading Extraordinary Performance: The Rocky Flats Story** before purchasing it in order to gage whether or not it would be worth my time, and all praised Making the Impossible Possible: Leading Extraordinary Performance: The Rocky Flats Story:

9 of 9 people found the following review helpful. Bit DisappointedBy James J. GlasmannAs a former Rocky Flats worker (prior to closure) I found this book a bit disjointed and it tended to be redundant. I was disappointed that it lacked the details describing the plans and execution for the decommissioning and demolition of the many key production buildings. I was looking forward to reading more detail about the actual closure of building 771. The book continually praised the contractor and the loving relationships which developed between community groups, local, state, and federal agencies. I found myself skipping over much of this material. If you're looking more for the actual plans and work that went on closure, you won't find it in this book.1 of 1 people found the following review helpful. How to manage a programBy Glen B. AllemanI worked at Rocky Flats as a program manager. This is the history of that project. It's also the processes used to successfully close the site, have no one die along the way and learn how to be a "real" program manager after 25 years of experience.1 of 2 people found the following review helpful. good strategic structure and a cool story to back it upBy A. Stonethis is a good book in that it provides a management model for consideration, explains it thoroughly, and then applies that model directly to a very interesting and challenging business situation. The idea that abundance - or driving for the ultimate activity - is doable is a new approach, and one that flies in the face of the "stretch goal" failure currently in management thinking. this books takes "beyond" and gives it texture - and real examples

The most contaminated nuclear plant in the country, Rocky Flats was an environmental disaster and the site of rampant worker unrest. Although it was estimated that it would take 70 years and \$36 billion to clean up and close the facility, something stunning happened. Now on its way to becoming a wildlife refuge, the project is running 60 years ahead of schedule and \$30 billion under budget. In ""Making the Impossible Possible,"" Kim Cameron explains how this remarkable performance was achieved -- and how it can be replicated. Using numerous first-hand accounts and public records, Cameron draws a number of leadership guidelines that can be applied to any business. This fascinating and thoroughly researched case study concludes by revealing the ten leadership principles responsible for the Rocky Flats turnaround -- and in doing so, provides a means for other organizations to harness the lessons of this astonishing success.

About the AuthorKim S. Cameron is Professor of management and organizations at Michigan's Stephen M. Ross School of Business and Professor of Higher Education in the School of Education at the University of Michigan. Dr. Cameron's past research on organizational downsizing, effectiveness, quality culture, and the development of management leadership skills has been published in more than 80 articles and eight books.