

# **Relevance Regained**

H. Thomas Johnson



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Building on his pathbreaking, award-winning bestseller, *Relevance Lost*, H. Thomas Johnson presents a devastating critique of the top-down hierarchical accounting systems that have dominated American corporations since the 1950s.

In *Relevance Regained*, Johnson shows exactly how "managing by remote control" through results-oriented accounting information has obstructed the real business objective: to reduce process variation and lead times for the purpose of obtaining and keeping satisfied customers. The failure of most American businesses to be competitive and profitable, he contends, is their reliance on management accounting information to control people's actions and productivity.

Cost-focused imperatives from on high must be replaced, Johnson asserts, with information systems that link actions with imperatives of global competition. Self-managing work teams, according to Johnson, must own problem-solving information to reduce variation, delays, and excess in processes.

Johnson prescribes the necessary changes in management principles that must replace the outdated style associated with the industrial revolution. Responsiveness to customers—not accounting costs—and flexibility—reducing lead times and removing constraints—are necessary for sustained competitive excellence and long-term profitability.

Johnson discusses the radical overhauls of companies, such as General Electric's work-outs/"best practices" program and Harley-Davidson's work simplification programs, and shows how these strong commitments to new strategies maximize a company's most important assets: people and time. To be globally competitive, he claims, a company's work must be directed toward selling to customers, not just selling products.

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Spent a free time and energy to be fun activity to try and do! A lot of people spent their sparetime with their family, or all their friends. Usually they undertaking activity like watching television, gonna beach, or picnic from the park. They actually doing ditto every week. Do you feel it? Do you want to something different to fill your free time/ holiday? Might be reading a book may be option to fill your no cost time/ holiday. The first thing that you will ask may be what kinds of publication that you should read. If you want to test look for book, may be the guide untitled Relevance Regained can be fine book to read. May be it might be best activity to you.

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