

what is the oz principle

****Understanding the Oz Principle: Taking Accountability to Drive Success****

what is the oz principle is a question that often arises among leaders, managers, and individuals striving for personal and professional growth. At its core, the Oz Principle is a philosophy and framework centered around accountability and ownership. It encourages people to step up, own their outcomes, and take responsibility for their actions rather than blaming circumstances or others. But this principle goes far beyond just a simple idea—it's a transformative approach that can shift mindsets, improve team dynamics, and boost organizational performance.

What Is the Oz Principle?

The Oz Principle originated from the bestselling book **The Oz Principle: Getting Results Through Individual and Organizational Accountability** by Roger Connors, Tom Smith, and Craig Hickman. The title references the famous story of **The Wizard of Oz**, where characters realize that the power to overcome their challenges lies within themselves. Similarly, the principle emphasizes that true success comes when individuals take ownership of their results instead of waiting for external forces or "wizards" to fix problems.

In practice, the Oz Principle encourages people to answer three key questions:

- What happened?
- What did I do to contribute?
- What can I do to improve?

By honestly confronting these questions, individuals and organizations can foster a culture of accountability, which has proven to be a driving force behind high-performing teams.

The Core Concepts Behind the Oz Principle

To fully grasp what is the oz principle, it's crucial to understand its foundational concepts. The principle revolves around accountability and personal responsibility, but it's structured around specific behaviors and mindsets.

Above the Line vs. Below the Line Thinking

One of the most powerful ideas in the Oz Principle is the distinction between "above the line" and "below the line" thinking:

- ****Above the Line****: This mindset embodies ownership, accountability, and proactive behavior. People who operate above the line take responsibility for outcomes, look for solutions, and engage in problem-solving.
- ****Below the Line****: This mindset involves denial, blame, and making excuses. Individuals below the line tend to avoid responsibility and may shift blame onto others or external circumstances.

Recognizing whether you or your team members are operating above or below the line is a critical step towards fostering accountability.

The Accountability Process

The Oz Principle breaks accountability into a four-step process, often referred to as the “Steps to Accountability”:

1. ****See It**** – Acknowledge the reality of the situation. This means being clear-eyed about what’s happening without denial or distortion.
2. ****Own It**** – Accept personal responsibility for your part in the outcome.
3. ****Solve It**** – Take action to address the issue and generate solutions.
4. ****Do It**** – Follow through with commitment and execution.

This process is designed to help individuals and teams move from reactive and defensive responses to proactive problem-solving and results-oriented behavior.

Why Accountability Matters in Today’s World

Understanding what is the oz principle is not just theoretical—it has practical implications that resonate in every workplace and community. Accountability is the backbone of trust and collaboration. Without it, teams become fragmented, communication breaks down, and goals become elusive.

In fact, many companies face challenges related to accountability that hinder growth:

- Missed deadlines due to unclear ownership
- Low employee engagement when people feel disempowered
- Conflict arising from finger-pointing and blame culture

The Oz Principle offers a roadmap to overcome these obstacles by creating an environment where accountability is celebrated and encouraged.

How to Apply the Oz Principle in Your Life and Work

If you’re wondering how to put the Oz Principle into action, here are several practical ways to embed its philosophy in daily routines:

1. Foster a Culture of Accountability

Leaders play a pivotal role in modeling accountability. When managers openly take responsibility for their decisions and mistakes, it sets the tone for the entire team. Encourage open dialogue about challenges and emphasize learning over blame.

2. Encourage Transparent Communication

Being honest about what’s working and what isn’t helps teams stay aligned. Use regular check-ins or

retrospectives to discuss progress and address issues early on. Transparency reduces misunderstandings and builds trust.

3. Set Clear Expectations and Ownership

Ambiguity leads to avoidance. Clearly define roles, responsibilities, and expected outcomes so everyone knows what they own. This clarity makes it easier to hold oneself and others accountable.

4. Use Accountability Tools and Metrics

Tracking progress with measurable goals, dashboards, or accountability partners can help maintain focus. These tools provide tangible evidence of results and reinforce a commitment to ownership.

Real-Life Examples of the Oz Principle in Action

Understanding what is the oz principle is easier when you see it applied in real-world contexts. Consider a sales team that misses its quarterly targets. Instead of blaming market conditions or product shortcomings (below the line thinking), the team adopts the Oz Principle approach:

- They analyze what happened and recognize their own contributions to the shortfall.
- They own the responsibility for their efforts and strategies.
- Together, they devise new outreach plans and improve their sales techniques.
- They commit to executing the new plan and tracking improvements.

This shift from blame to ownership not only improves results but also boosts morale and collaboration.

The Impact of the Oz Principle on Leadership

Leaders who embrace the Oz Principle often experience a transformation in how they manage and inspire their teams. Accountability is not about punitive measures; it's about empowering others to take control of their work and outcomes.

Building Trust and Empowerment

When leaders demonstrate accountability, they build trust. Team members feel safe to admit mistakes and learn from them. This psychological safety is essential for innovation and creativity.

Enhancing Decision-Making

Accountability encourages leaders to base decisions on facts and ownership rather than deflection. This leads to more thoughtful, transparent, and effective leadership.

Cultivating Resilience and Adaptability

In a fast-changing world, owning outcomes means being adaptable and resilient. Leaders and teams who take responsibility can pivot faster and bounce back from setbacks.

Common Misconceptions About the Oz Principle

Even though the Oz Principle is straightforward, some misunderstandings can cloud its application:

- **Accountability means punishment:** Actually, it's about ownership and learning, not blame or fear.
- **Only leaders need to be accountable:** Everyone in an organization contributes to results and should embrace accountability.
- **Accountability stifles creativity:** On the contrary, it fosters an environment where people feel empowered to experiment and innovate because they own their choices.

Final Thoughts on What Is the Oz Principle

Exploring what is the oz principle reveals a powerful mindset that transcends industries and roles. Whether you're aiming to improve personal growth, team effectiveness, or organizational success, embracing accountability is a game-changer. It's about stepping out of the shadows of excuses and blaming, and stepping into the light of ownership and action. When individuals and organizations adopt the Oz Principle, they unlock the potential to create lasting, positive change—much like Dorothy and her friends discovering that the power to achieve their goals was within them all along.

Frequently Asked Questions

What is The Oz Principle?

The Oz Principle is a business book and philosophy that emphasizes accountability as the key to achieving results and success within organizations. It encourages individuals and teams to own their responsibilities and outcomes rather than blaming external factors.

Who are the authors of The Oz Principle?

The Oz Principle was written by Roger Connors, Tom Smith, and Craig Hickman. They developed the concept based on their research into accountability in the workplace.

Why is The Oz Principle important in leadership?

The Oz Principle is important in leadership because it fosters a culture of accountability, where leaders and employees take ownership of their actions and results, leading to improved performance, trust, and organizational success.

How does The Oz Principle relate to personal accountability?

The Oz Principle relates to personal accountability by encouraging individuals to 'get above the line'—to acknowledge their role in outcomes and proactively find solutions rather than making excuses or blaming others.

What are the core steps or concepts in The Oz Principle?

The core concepts of The Oz Principle include Recognize, Own, Solve, and Do. These steps guide individuals and organizations to identify their responsibilities, accept accountability, develop solutions, and take action to achieve desired results.

Additional Resources

****Understanding the Oz Principle: A Framework for Accountability and Performance****

what is the oz principle is a question that often arises in discussions about organizational leadership, employee engagement, and performance management. Rooted in the metaphor of the classic story "The Wizard of Oz," this principle serves as a guiding philosophy for fostering accountability within teams and organizations. It emphasizes the importance of individuals and groups taking ownership of their actions and outcomes, shifting the focus from assigning blame to driving results. In today's fast-paced business environment, understanding the Oz Principle can be instrumental in creating a culture where accountability leads to higher productivity and sustained success.

What Is the Oz Principle? An Overview

At its core, the Oz Principle is a concept developed by Roger Connors, Tom Smith, and Craig Hickman in their 1994 book titled **The Oz Principle: Getting Results Through Individual and Organizational Accountability**. The principle draws inspiration from the journey of Dorothy and her companions in the Land of Oz, who each sought something they believed they lacked—courage, heart, brain, and a way home—only to discover that what they needed was within themselves all along. Similarly, the Oz Principle encourages individuals and organizations to look inward to take personal responsibility rather than deflecting blame externally.

This accountability framework is particularly relevant in corporate environments where challenges and setbacks are commonplace. Instead of focusing on obstacles or external circumstances, the Oz Principle promotes the idea that success is achieved when people "get above the line" — a metaphor for moving beyond excuses and denial to embrace ownership of results.

The Four Steps of the Oz Principle

The methodology behind the Oz Principle is structured around four key steps that guide individuals and teams toward accountability:

- **See It:** Recognizing and acknowledging the reality of the situation without distortion or denial.
- **Own It:** Taking responsibility for outcomes, regardless of whether they are favorable or not.
- **Solve It:** Proactively finding solutions and making decisions to address challenges.

- **Do It:** Implementing solutions and following through with consistent actions to achieve results.

This sequence underscores a proactive mindset, emphasizing the importance of clear-eyed assessment and committed action rather than reactive or passive behavior.

The Significance of Accountability in the Oz Principle

Accountability is often cited as a critical driver of organizational performance, yet many companies struggle with fostering a genuine culture of accountability. The Oz Principle provides a practical roadmap to overcome these challenges by reframing accountability as an opportunity for empowerment rather than punishment.

From a leadership perspective, adopting the Oz Principle means cultivating an environment where employees feel empowered to take ownership rather than fearing repercussions. This shift can lead to increased engagement, innovation, and trust. Studies have shown that organizations with high accountability cultures achieve better financial performance and lower employee turnover rates. For instance, a Gallup survey found that companies with engaged, accountable employees outperform their competitors by up to 21% in profitability.

Accountability vs. Blame: A Critical Distinction

One of the fundamental insights of the Oz Principle is the distinction between accountability and blame. While blame focuses on identifying who is at fault, accountability emphasizes responsibility and solutions. This difference is crucial because blame often leads to defensiveness, reduced morale, and stagnation, whereas accountability encourages learning, growth, and continuous improvement.

Implementing the Oz Principle requires organizational leaders to model accountability behaviors and establish systems that reward responsible actions rather than penalize mistakes. Such an approach not only enhances individual performance but also strengthens team cohesion and resilience.

Applying the Oz Principle in Modern Organizations

The practical applications of the Oz Principle extend across various organizational levels—from frontline employees to executive management. Its adaptability makes it relevant for diverse industries, including manufacturing, healthcare, technology, and service sectors.

Integrating the Principle into Corporate Culture

Embedding the Oz Principle into corporate culture involves more than training sessions; it requires a systemic approach:

- **Leadership Commitment:** Leaders must consistently demonstrate accountability in their decisions and interactions.
- **Clear Expectations:** Defining roles, responsibilities, and performance metrics transparently.
- **Continuous Feedback:** Encouraging open communication that supports accountability rather than finger-pointing.
- **Recognition and Rewards:** Acknowledging and incentivizing employees who exemplify ownership and problem-solving behaviors.

Companies such as Southwest Airlines and Procter & Gamble have been noted for integrating accountability frameworks similar to the Oz Principle, resulting in improved operational efficiency and employee satisfaction.

Challenges and Criticisms

Despite its benefits, the Oz Principle is not without criticism. Some argue that the emphasis on personal accountability might overlook systemic issues or contextual factors beyond an individual's control. For example, rigid application of the principle without consideration of organizational constraints may lead to undue pressure or unfair assessments.

Moreover, accountability must be balanced with support and resources; expecting ownership without providing adequate tools or training can be counterproductive. Therefore, successful implementation requires a nuanced understanding of organizational dynamics and a commitment to holistic development.

Comparing the Oz Principle with Other Accountability Frameworks

When exploring what is the oz principle in relation to other accountability models, it becomes clear that its distinguishing feature is the emphasis on personal ownership aligned with organizational goals. Unlike some models that focus primarily on top-down accountability or external compliance, the Oz Principle promotes a grassroots approach that begins with individual mindset shifts.

For instance, the RACI matrix (Responsible, Accountable, Consulted, Informed) is a popular tool for clarifying roles in projects but does not inherently foster personal commitment beyond assigned tasks. In contrast, the Oz Principle's four-step process encourages continuous engagement and proactive problem-solving.

Similarly, frameworks like Six Sigma focus on process improvement and quality control, which are essential but may lack the behavioral focus on ownership that the Oz Principle advocates.

The Role of Accountability Software and Tools

In the digital age, various software solutions claim to support accountability initiatives by tracking performance, deadlines, and outcomes. While technology can facilitate transparency and measurement, the essence of the Oz Principle lies in mindset and behavior rather than mere data collection.

Organizations that rely solely on accountability tools without cultivating a culture of ownership may find limited success. The Oz Principle reminds leaders that tools are enablers, but true accountability arises from individuals choosing to "own it" and "do it."

Conclusion: The Relevance of the Oz Principle Today

Understanding what is the oz principle reveals its enduring relevance as a framework for enhancing accountability and performance in organizations. By encouraging individuals to see reality clearly, own their responsibilities, solve problems actively, and take decisive action, the Oz Principle fosters a culture where accountability becomes a catalyst for growth rather than a source of anxiety.

In a world where organizational agility and employee empowerment are increasingly critical, the Oz Principle offers practical insights that align well with contemporary leadership and management trends. While challenges exist in its application, when integrated thoughtfully, the principle can transform how organizations approach responsibility, collaboration, and results.

What Is The Oz Principle

what is the oz principle: The Oz Principle Roger Connors, Tom Smith, Craig Hickman, 1998-10-01 The definitive book on workplace accountability by the New York Times bestselling authors of How Did That Happen? Since it was originally published in 1994, The Oz Principle has sold nearly 600,000 copies and become the worldwide bible on accountability. Through its practical and invaluable advice, thousands of companies have learned just how vital personal and organizational accountability is for a company to achieve and maintain its best results. At the core of the authors' message is the idea that when people take personal ownership of their organization's goals and accept responsibility for their own performance, they become more invested and work at a higher level to ensure not only their own success, but everyone's. Now more than ever, The Oz Principle is vital to anyone charged with obtaining results. It is a must have, must read, and must apply classic business book.

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sold nearly 600,000 copies and become the worldwide bible on accountability. Through its practical and invaluable advice, thousands of companies have learned just how vital personal and organizational accountability is for a company to achieve and maintain its best results. At the core of the authors' message is the idea that when people take personal ownership of their organization's goals and accept responsibility for their own performance, they become more invested and work at a higher level to ensure not only their own success, but everyone's. Now more than ever, *The Oz Principle* is vital to anyone charged with obtaining results. It is a must have, must read, and must apply classic business book.

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what is the oz principle: *The Wisdom of Oz* Roger Connors, Tom Smith, 2014-09-04 Why does the story of Dorothy, the Scarecrow, the Tin Man, and the Cowardly Lion touch us? Like all great entertainment, their journey resonates. We see ourselves in the characters and likewise wish we possessed the power, the brains, the heart, and the courage to make our own dreams come true. So what are your dreams? What do you want? Is it a promotion? Improving a relationship? Rescuing a child? Finding a new job? Saving a marriage? Getting a degree? Finding the love of your life? Making a difference in your community? This book will help you get whatever you consider worthwhile in life. Simply put, when you unleash the power of personal accountability it will energize you in lifealtering ways, giving you a concrete boost that enhances your ability to think, to withstand adversity, to generate confidence, and to increase your own natural emotional, mental, and intellectual strength. Roger Connors and Tom Smith know this because they've seen it work in their own lives and witnessed it in the lives of some of the most successful and influential people in the world. The authors first introduced this powerful accountability philosophy in the New York Times bestseller *The Oz Principle*. Since then, millions have come to know them as "The Oz Guys" and they have gone on to help leaders all over the world teach and apply the principles you're about to learn. Principles that have generated billions of dollars of wealth—along with a host of even more important results. Devotees of *The Oz Principle* have brought lifesaving medications to market, created better education in community colleges, greatly surpassed charity fund-raising goals, and improved medical practices in battlefield hospitals. In *The Wisdom of Oz*, Connors and Smith present the practical and powerful principles of personal accountability in simple, down-to-earth terms that you can apply in your homes, schools, communities, churches, and volunteer groups. The book will help you strengthen family relationships, improve friendships, motivate children, increase value on the job, improve health and financial well-being, or achieve whatever it is you most desire. Drawing on engaging stories about those who have overcome great odds—including South African president Nelson Mandela, Polish WWII hero Irena Sendler, and everyday men and women—Connors and Smith demonstrate that by taking personal ownership of your goals and accepting responsibility for your performance, you also take control of your success. You will read stories about people just like you who learned to beat their struggles, like the New York area fisherman who fell off his lobster boat and was adrift at sea for twelve hours in the chilly Atlantic . . . but survived. You will learn the traits that allowed a college senior who landed flat on her face in a 600-meter race to jump up and win. Or a thirteen-year-old soccer player who moved from the bench to the starting lineup. You will discover that while no one will ever wave a wizard's wand and magically solve all your problems, there is a way to experience the near magical impact of personal accountability.

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nurses. It is a wonderful resource on conversational know-how in healthcare. -Joan Kearney, PhD, APRN, FAAN Professor and Chair, Yale University School of Nursing Have you ever wished for help finding the right words when you are midway through another difficult conversation with a colleague, manager, or patient? The third edition of *Critical Conversations in Healthcare* feature do's and don'ts, reflective questions, and practical tools to help you improve your on-the-job interactions. Whether you are new to the bedside or CEO of a major healthcare facility, this fully revised third edition will show you how to:

- Communicate mindfully
- Interpret body language
- Deal with gossip and harassment
- Address workloads and management styles
- Overcome conversation traps
- Improve the patient experience
- Work with frustrated families, angry physicians, and uncooperative colleagues

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what is the oz principle: *How Did That Happen?* Roger Connors, Tom Smith, 2011-07-26 The New York Times bestseller that provides a simple, proven approach to improve accountability and the bottom line. The economy crashes, the government misfires, businesses fail, leaders don't lead, managers don't manage, and people don't follow through, leaving us asking, How did that happen? Surprises caused by a lack of personal accountability plague almost every organization today, from the political arena to large and small businesses. *How Did That Happen?* offers a proven way to eliminate these nasty surprises, gain an unbeatable competitive edge, and enhance performance by holding others accountable the positive, principled way. As the experts on workplace accountability and the authors of *The Oz Principle*, Roger Connors and Tom Smith tackle the next crucial step everyone can take, whether working as a manager, supervisor, CEO, or individual performer: creating greater accountability in all the people on whom you depend.

what is the oz principle: *Barking Up a Dead Horse* Tom Batchelder, 2007-12 *Barking Up a Dead Horse* aims to: Challenge mental assumptions and build a radically honest, yet common language for engaging new prospects and existing clients. The end result being... -Finding more of the right prospects & making them clients faster. -Creating a fundamental, radical shift in the traditional buyer-seller dynamic. -Increasing retention & maximizing the human potential of your people. Tom Batchelder specializes in coaching progressive business leaders in the areas of sales excellence and life success. He has over 17 years experience in sales, management, entrepreneurship, and coaching. Working with Fortune 500(R) organizations and emerging small businesses, tom helps clients control their sales process, shorten selling cycles and effectively increase profit margins.

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produce the ultimate competitive advantage. Filled with success stories, the book introduces a step by step model to help people at any level of the organization take action that will alter the company's belief system in order to produce the desired results.

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leaders interviewed exclusively for this book. Their combined wisdom can help you solve every conceivable accountability problem, whenever and wherever it pops up. Since one size does not fit all in today's challenging business environment, this official sequel to *The Oz Principle* provides an innovative, self-directed journey into accountability that enables you to tailor solutions to your own unique situation. *Fix It* tackles the 16 Accountability Traits consistently found in highly accountable, effective people, teams, and organizations, and it guides you to the ones you need to fix right now. You will design your personally tailored path through the book: 1. In Part 1, you create your Fix It Bucket List by taking the three-minute Fix It Assessment. 2. In Part 2, you spend fifteen minutes reading about the Accountability Trait in question. 3. In Part 3, you explore several tried-and-true solutions that will work for you, your team, or your entire organization. *Fix It* is destined to become an indispensable leadership and management resource for resolving any pressing problem in your organization. Whatever you need, from more accountability and ownership to greater engagement and leadership, this book will help you get the results you need. For more information, visit: www.fixit-book.com

what is the oz principle: Be More Strategic in Business Diana Thomas, Stacey Boyle, 2018-08-15 "If you've ever been told to 'be more strategic' and wondered how to do it, this is the book for you." —Marshall Goldsmith, #1 New York Times bestselling author of *What Got You Here Won't Get You There* Finalist, Business/Careers category, 2018 Best Book Awards sponsored by American Book Fest Strong leaders are those who successfully navigate a great shift: from tactical doer to strategic leader. Regardless of your industry, line of business, or sector, your organization desperately needs strategic leaders—those who are tuned in to the needs of the business, understand how their actions impact corporate objectives, and use data to make smart decisions. Whether leading a department or running a company, a strategic leader propels business performance. Stephen R. Covey famously portrayed a strategic leader as one who was able to climb a tree and tell everyone they were laboring in the wrong jungle. This book lets you start out on the jungle floor and build a ladder to give you that strategic view over the tops of the trees. You'll learn how to: Show up strategic Set meaningful direction Leverage stakeholders Achieve success Make a difference in the areas that matter You'll learn from the personal career journeys of two authors who have taken very different career paths, yet come together to create a proven approach to understanding the big picture of what your organization is trying to accomplish, setting measurable goals, making smart decisions, and continually getting better at what you're doing.

what is the oz principle: The Culture Revolution: Transform Organizational Values and Drive Results Theresa Cochran, 2024-08-01 In the tapestry of organizational life, culture is the invisible force that shapes attitudes, behaviours, and, ultimately, outcomes. In *The Culture Revolution: Transform Organizational Values and Drive Results*, I invite you to embark on a transformative journey where accountability reigns supreme, leadership is a beacon of guidance and empowerment, and success is not just a goal but a way of life. With a rich background spanning over two decades in municipal leadership, human resource management, and organizational development, I bring a wealth of practical knowledge to the table. 'The Culture Revolution' is not just a book—it's a roadmap crafted from real-world experiences, designed to help you unlock your organization's full potential. At the heart of 'The Culture Revolution' is the Cultural Transformation Framework—a practical guide to fostering a workplace where everyone is fully engaged, accountable, and inspired to reach new heights. This framework is not just a theory—it's a set of actionable tactics and clear objectives that can be implemented to reshape your organization from rules-based to results-driven, propelling it toward unparalleled success. But the benefits extend beyond mere productivity. By embracing cultural transformation, you create an environment where employees thrive, retention rates soar, and talent acquisition becomes effortless. Your people aren't just employees—they're your organizational superpower, driving your business toward enduring success. So, join me on this exhilarating journey. Let's unlock the potential within your organization and chart a course toward a future where success isn't just a goal; it's a way of life. Whether you're a seasoned leader seeking to redefine your organization's culture or a budding entrepreneur eager to

chart a new path, The Culture Revolution offers the guidance and inspiration you need to transform your organization and achieve lasting results.

what is the oz principle: Business and Non-profit Organizations Facing Increased Competition and Growing Customers' Demands Adam Nalepka, Anna Ujwary-Gil, 2017 From the perspective of commercial and non-commercial organizations, this monograph with contemporary organizational and management problems, focus on four thematic areas. Traditionally, the first one is concentrating the reader's attention on the internal aspects of the organization's functioning as an object of research. In this regard, articles related to the concept of corporate social responsibility in two ways: organizational research and bibliometric analysis. The authors used an analogical (bibliometric) approach to examine trends in publishing for the concept of learning organizations. In this part of the discussion, the social aspect has been strongly displayed, also thanks to the social capital and enterprise. Another topic in this section is the role of the workers' knowledge in creating innovative solutions, emphasizing the role of trust and culture-rich collaboration between employees, employees' participation in creating projects, and organizational change. In addition, it discusses the role of information and knowledge networks and sharing knowledge among employees, which does remain without influence on the shaping of individual employees' careers. Slightly different from the other articles, though set in this section, there is an article referring to the organizational pathology. These considerations are much more valuable, usually because of the difficult access to negative information. The next section presents articles in the context of the modern tools used in the management of commercial and non-commercial organizations. This part of the discussion starts an article about forecasting methods and modern models of business management. In opposition to these considerations, the problem of unused, modern management methods in the local government sector, remains valid. Also, it refers to social media as a source of customer knowledge and management control, which should be considered as a strong and innovative determinant influencing the development of contemporary management methods of a modern enterprise. Interesting considerations are included in the article on the process management, with emphasis on the dynamic management of business processes and IT systems that go with it. The other articles present the concepts of the risk management model in a technology project, business model used in franchising, and the concept of accountability in conjunction with the development of innovation thanks to negotiating the role of intellectual capital. The modern market economy forces organizations to develop their ability to adapt to the conditions by improving their organization continually. It shows how modern-day commercial and non-commercial organizations are competing in a competitive market. This section opens the article, referring to the social competences of students developed during their studies and the competences of the future, which were studied and compared in two universities. The integral part of the organization's functioning of the organization in the environment is their broadly understood cooperation for the implementation of the objectives and achieving a competitive advantage in the market. This trend covers articles referring to the participation of county in networking, modeling synergistic interrelations within the business association, or the conditions that should be met between enterprises and institutions supporting the technological development of the organization. Other considerations concern customer preferences concerning their choice of commercial banks, the factors that determine the choice of financial instruments by small and medium enterprises, or the demands of sustainable family business development. The final part of the articles is related to a broader perspective, and so the functioning of the organization from a sectoral perspective and across industries. A distinctive feature is a sectoral approach to knowledge-based business services, the determinants of knowledge-based products in the pharmaceutical industry, and the behavior of competing companies in the chocolate and confectionery industry. A separate topic in this section is the concept of capturing value or the value in a sectoral approach. The issues related to the protection of personal data in the healthcare sector, patent activity of enterprises in the technology park, as well as the management of resources in the cluster. The prepared monograph is an interdisciplinary compendium of knowledge on the functioning of both commercial and

non-commercial organizations in the context of three perspectives: micro, meso, and macro. The advantage of this type of studies is modern and up-to-date look at the problems of management, organization behavior, or the functioning of the organizations in the sector.

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