



Peak: How Great Companies Get Their Mojo from Maslow

By Chip Conley

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After fifteen years of rising to the pinnacle of the hospitality industry, Chip Conley's company was suddenly undercapitalized and overexposed in the post-dot.com, post-9/11 economy. For relief and inspiration, Conley, the CEO and founder of Joie de Vivre Hospitality, turned to psychologist Abraham Maslow's iconic Hierarchy of Needs. This book explores how Conley's company "the second largest boutique hotelier in the world" overcame the storm that hit the travel industry by applying Maslow's theory to what Conley identifies as the key *Relationship Truths* in business with Employees, Customers and Investors.

Part memoir, part theory, and part application, the book tells of Joie de Vivre's remarkable transformation while providing real world examples from other companies and showing how readers can bring about similar changes in their work and personal lives. Conley explains how to understand the motivations of employees, customers, bosses, and investors, and use that understanding to foster better relationships and build an enduring and profitable corporate culture.

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Peak: How Great Companies Get Their Mojo from Maslow By Chip Conley Bibliography

- Sales Rank: #48447 in Books
- Brand: Conley, Chip
- Published on: 2007-09-21
- Original language: English
- Number of items: 1
- Dimensions: 9.00" h x 1.40" w x 6.30" l, 1.05 pounds
- Binding: Hardcover
- 274 pages



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Editorial Review

From Publishers Weekly

Despite using the word *mojo* in the subtitle and citing inspiration he received from 1960s counterculture icon Timothy Leary, this guide to better management isn't for hippies. Yes, Conley started the California boutique hotel chain *Joie de Vivre Hospitality* with the *Phoenix Hotel*, once a haven for faded rock stars. And yes, he quotes liberally from rebel CEOs who surf. But Conley's book is packed with thoughtful, instructional stories and advice for entrepreneurs as well as Fortune 500 managers, gleaned from his own experience as well as other business books. At the center of this confessional how-to is psychologist Abraham Maslow's hierarchy of needs, a pyramid that ranks human needs from base to self-actualizing. Used as the basis for employee, customer and stakeholder satisfaction, Conley contends, it can transform a business and its people. Though Stephen Covey and Peter Drucker have looked to Maslow before, Conley describes how using the pyramid saved his company from bankruptcy when the dot-com bubble burst. Conley is most successful when he expresses his ideas in numbered lists rather than the wordy passages that slow down the beginning. On the whole, though, his advice is inspiring and accessible. (*Sept.*)

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From Booklist

When Hotelier Conley was profiled by USA Today as one of its People to watch in 2001, he seemingly could do no wrong. His company, *Joie de Vivre Hospitality*, which operates a chain of boutique hotels in the San Francisco Bay area, was riding high on the dot-com boom. But then the bubble burst, followed by 9/11 and an industry-wide crisis that hit his upscale business hard. As his world crumbled around him, Conley turned to the writings of psychologist Abraham Moslow for inspiration. In contrast to the darker premises behind Freud's psychoanalysis and B. F. Skinner's behaviorism, Maslow took a more positive approach, seeking to study the best and brightest that human nature has to offer, encouraging an environment of self-actualization that encourages peak experiences. Conley understood that personal transformation and corporate transformation are not all that different, and this story shows not only how Maslow's ideas brought about a resurrection in Conley's business but also how similar mind-sets continue to create growth and a positive work environment at companies such as Google, Netflix, Harley-Davidson, and Apple. Siegfried, David

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Users Review

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