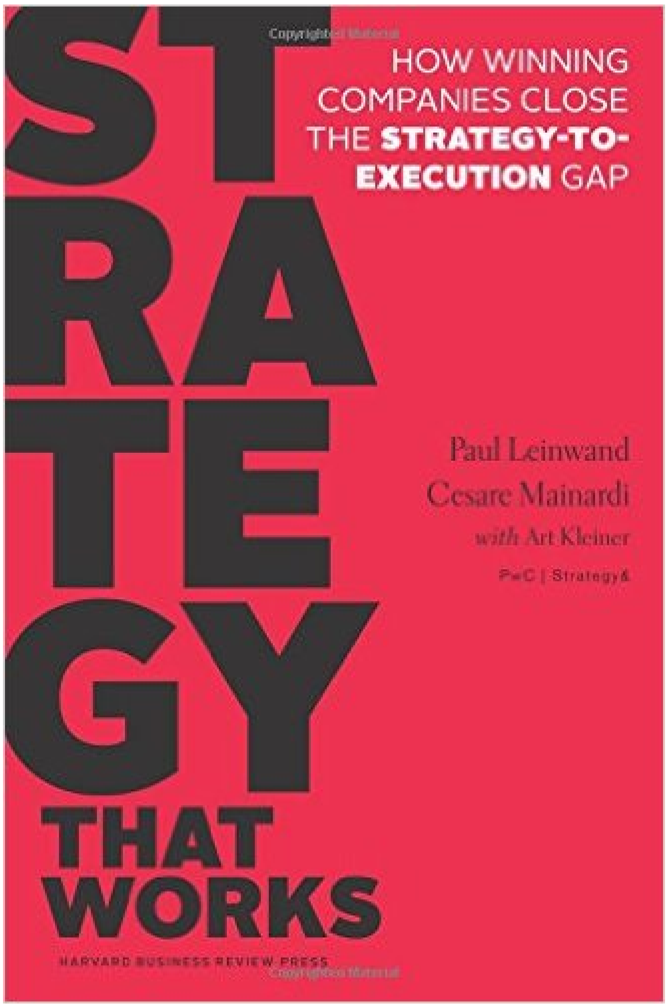
Strategy That Works: How Winning Companies Close The Strategy-to-Execution Gap



Synopsis

How to close the gap between strategy and executionTwo-thirds of executives say their organizations donâ ™t have the capabilities to support their strategy. In Strategy That Works, Paul Leinwand and Cesare Mainardi explain why. They identify conventional business practices that unintentionally create a gap between strategy and execution. And they show how some of the best companies in the world consistently leap ahead of their competitors. Based on new research, the authors reveal five practices for connecting strategy and execution used by highly successful enterprises such as IKEA, Natura, Danaher, Haier, and Lego. These companies:• Commit to what they do best instead of chasing multiple opportunities• Build their own unique winning capabilities instead of copying others• Put their culture to work instead of struggling to change it• Invest where it matters instead of going lean across the board• Shape the future instead of reacting to itPacked with tools you can use for building these five practices into your organization and supported by in-depth profiles of companies that are known for making their strategy work, this is your guide for reconnecting strategy to execution.

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Customer Reviews

Most companies fail to create a compelling strategy, or if they do have such a strategy they fail to put it into practice; however, a small number of companies naturally combine strategy and execution in everything they do. According to Paul Leinwand and Cesare Mainardi in this book, the products and services of these companies have an enviable position in the markets they care about, and the firms reliably deliver on their promises. They each have their own unique way of competing, but they all have one thing in common: their success is clearly related to the distinctive way they do things: their capabilities.The book goes on to describe the distinctive capabilities of a number of firms which have achieved unusual success in their fields, including Apple, CEMEX, Danaher, Frito-Lay, Haier, IKEA, Inditex, Lego, Natura, Qualcomm, and Starbucks. Through analysing these and other companies, the authors have come up with the â œfive acts of unconventional leadershipâ •, which are the practices enabling the companies to win repeatedly:â ¢ Commit to an identity: resolve to act in a distinctive and clearly differentiated mannerâ ¢ Translate the strategic into the everyday: structure your organisation around implementation of your strategyâ ¢ Put your culture to work: use your organisationâ ™s cultural strengths to enhance your strategyâ ¢ Cut costs to grow stronger: be ruthless about funding only initiatives which further your strategyâ ¢ Shape the future: create your own terms for the future of your industry, rather than trying to follow anybody elseAlthough the authors have clearly done a lot of research, the principles which they have distilled appear to be hypotheses supported by case studies, rather than statistically verifiable results of empirical research.

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