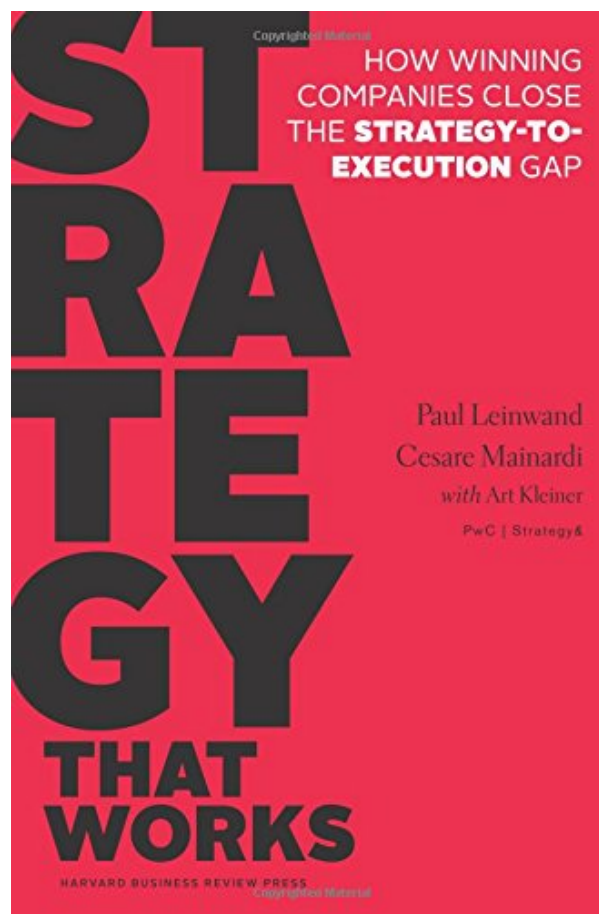
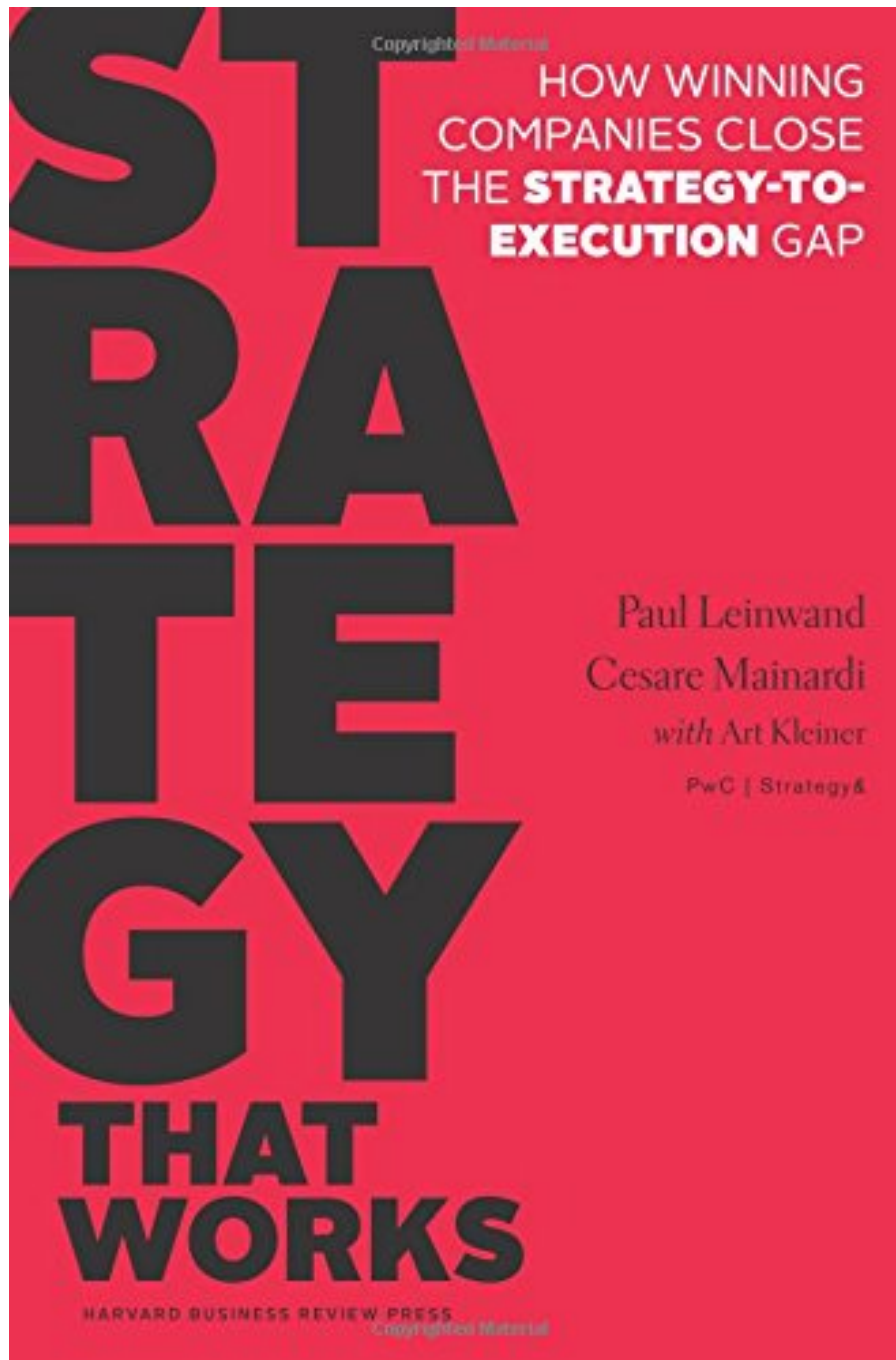


STRATEGY THAT WORKS: HOW WINNING COMPANIES CLOSE THE STRATEGY-TO-EXECUTION GAP BY PAUL LEINWAND, CESARE R. MAINARDI



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It is not secret when linking the creating skills to reading. Reviewing *Strategy That Works: How Winning Companies Close The Strategy-to-Execution Gap* By Paul Leinwand, Cesare R. Mainardi will certainly make you get even more sources as well as resources. It is a manner in which could enhance exactly how you neglect as well as comprehend the life. By reading this *Strategy That Works: How Winning Companies Close The Strategy-to-Execution Gap* By Paul Leinwand, Cesare R. Mainardi, you can more than just what you receive from various other book *Strategy That Works: How Winning Companies Close The Strategy-to-Execution Gap* By Paul Leinwand, Cesare R. Mainardi This is a prominent book that is released from famous author. Seen kind the author, it can be trusted that this publication *Strategy That Works: How Winning Companies Close The Strategy-to-Execution Gap* By Paul Leinwand, Cesare R. Mainardi will certainly give many inspirations, about the life as well as encounter as well as every little thing inside.

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About the Author

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Strategy That Works: How Winning Companies Close The Strategy-to-Execution Gap By Paul Leinwand, Cesare R. Mainardi. Learning to have reading habit is like learning how to try for consuming something that you actually do not desire. It will need more times to aid. In addition, it will certainly also bit force to offer the food to your mouth as well as swallow it. Well, as reading a book Strategy That Works: How Winning Companies Close The Strategy-to-Execution Gap By Paul Leinwand, Cesare R. Mainardi, occasionally, if you should read something for your new tasks, you will certainly really feel so woozy of it. Even it is a book like Strategy That Works: How Winning Companies Close The Strategy-to-Execution Gap By Paul Leinwand, Cesare R. Mainardi; it will certainly make you feel so bad.

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STRATEGY THAT WORKS: HOW WINNING COMPANIES CLOSE THE STRATEGY-TO-EXECUTION GAP BY PAUL LEINWAND, CESARE R. MAINARDI PDF

How to close the gap between strategy and execution

Two-thirds of executives say their organizations don'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 it

Packed 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.

- Sales Rank: #76288 in Books
- Published on: 2016-02-02
- Original language: English
- Number of items: 1
- Dimensions: 9.20" h x 1.10" w x 6.10" l, .95 pounds
- Binding: Hardcover
- 288 pages

Review

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Most helpful customer reviews

9 of 9 people found the following review helpful.

How and why getting strategy and execution in cohesive alignment is a worthwhile legacy for any leader in any enterprise

By Robert Morris

Those who have read Cut Costs + Grow Stronger (2009) and/or The Essential Advantage (2011) already know that Paul Leinwand and Cesare Mainardi are among the most insightful business thinkers now publishing books and articles that provide information, insights, and counsel of incalculable value to senior-

level executives as well as to those who aspire to reach that level. That said, I think Strategy That Works (written with Art Kleiner) is their most important work thus far. Why? Because I think it will have a wider and deeper impact on any organization, whatever its size and nature may be.

Just as Jeffrey Pfeffer and Robert Sutton focus on the “knowing-doing gap,” Leinwand and Mainardi focus on another, equally important gap. As they explain, “There is a significant and unnecessary gap between strategy and execution: a lack of connection between where the enterprise aims to go and what it can accomplish. We have met many leaders who understand this problem, but very few who know how to overcome it...Some business leaders try to close the gap on the strategy side, looking for a better market position. Others double down on execution, improving their methods and practices. Despite their efforts, both groups struggle to achieve consistent success.” Alas, few companies have solved this problem. I agree with Leinwand and Mainardi that the problem cannot be solved with conventional wisdom and I also agree with Albert Einstein: “We cannot solve our problems with the same thinking we used when we created them.” Five acts of unconventional leadership are needed:

1. Instead of focusing on growth, commit to an identity: Differentiate and grow by being clear-minded about what you can do best
2. Instead of pursuing functional excellence, translate the strategic into everyday life: Build and connect the cross-functional capabilities that deliver your strategic intent
3. Instead of reorganizing to drive change, put your culture to work: Celebrate and leverage your cultural strengths
4. Instead of going lean, cut costs to grow stronger: Prune what doesn't matter to invest more in what does
5. Instead of becoming agile and resilient, shape your future: Reimagine your capabilities, create demand, and realign your industry on your own terms

“The five acts of unconventional leadership take different forms in different companies, but there is a family resemblance across all of them. They are all critical to engendering management habits that keep strategy and execution closely integrated, so there is no gap between them. Together, they comprise a playbook for creating sustainable value.” All five are discussed in some detail (Pages 12-19).

Leinwand and Mainardi correctly stress the critical importance of organizational and operational coherence in terms of alignment among three strategic elements: “A value proposition that distinguishes a company from other companies (we sometimes call this a ‘way to play’ in the market); also, a system of distinctive capabilities that reinforce each other and enable the company to deliver on this value proposition; and, a chosen portfolio of products and services that all make use of those capabilities.”

Devoting a separate chapter to each, they explain HOW TO

- o Avoid or overcome the “strategy-to-execution gap”
- o Commit to an identity
- o Translate the strategic to the everyday
- o Put a culture to work
- o Cut costs to grow stronger
- o Shape the future
- o Remain bold and fearless

These are among the several dozen passages of greatest interest and value to me, also listed to suggest the scope of Leinwand and Mainardi's coverage:

- o The Unanswered Question (Pages 6-10)
- o Five Acts of Unconventional Leadership (10-19)
- o How the Five Acts Fit Together (19-22)
- o Defining Who You Are (42-51)
- o The Triggers of Identity (60-65)
- o Blueprinting the Capabilities System (77-85)
- o Building Distinctive Capabilities (86-107)
- o Scaling Up Your Capabilities System (107-117)
- o Fostering a Distinctive Culture (121-125)
- o Mutual Accountability (130-133)
- o Deploying Your Critical Few (138-144)
- o Rethinking Next Year's Budget (169-172)
- o Recharge Your Capabilities System (175-178)
- o Create Demand (179-184)

Readers will appreciate the provision of several mini-case studies (e.g. Amazon, CEMEX, Danaher Corporation, Frito-Lay, Haier, IKEA, Lego, Qualcomm), nine "Tools" (e.g. "Parking-Lot Exercise," "Super Competitor Workshop," and "Questions and Behaviors for Leaders") that are inserted throughout the narrative as well as five appendices: A History of Strategy, The Capable Company Research Project, Puritone Ways to Play, Examples of Table-Stakes Capabilities, and a Selected Bibliography. These supplementary resources all by themselves are worth far more than the cost of this book.

Joined by Art Kleiner, Paul Leinwand and Cesare Mainardi ask their reader to think of this book as a call to action — "an invitation to become a better leader through the alignment of strategy and execution. Coherence makes every aspect of leadership easier in the long run. It continually focuses your attention on the most important things your company does. It enables you to define a world that your company can help to create. It is a worthwhile legacy for any leader in any enterprise." As Michelangelo is reputed to have observed centuries ago, "The greater danger for most of us lies not in setting our aim too high and falling short, but in setting our aim too low and achieving our mark."

8 of 9 people found the following review helpful.

Five practices of winning companies

By John Gibbs

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 "five acts of unconventional leadership", which are the practices enabling the companies to win repeatedly:

- Commit to an identity: resolve to act in a distinctive and clearly differentiated manner
- Translate the strategic into the everyday: structure your organisation around implementation of your strategy
- Put your culture to work: use your organisation's cultural strengths to enhance your strategy

- Cut costs to grow stronger: be ruthless about funding only initiatives which further your strategy
- Shape the future: create your own terms for the future of your industry, rather than trying to follow anybody else

Although 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. Nonetheless, the principles seem to me to have a ring of truth. In my opinion, anyone who is responsible for the strategy of a company which seeks to achieve significant success would gain a great deal of insight and inspiration from reading this book.

2 of 2 people found the following review helpful.

In Strategy That Works: How Winning Companies Close the ...

By Peter Kemball

In Strategy That Works: How Winning Companies Close the Strategy-to-Execution Gap Paul Leinwand and Cesare Mainardi make a significant advance in management theory and practice, in this reviewer's opinion the most significant advance since Elliot Jaques concepts and practices were introduced. Both focus on execution of strategy by organizations. Jacques recognized that the judgements required to cope with different levels of complexity, essentially associated with the levels in the organizational hierarchy, require different mental processes and provided the means allowing the organization to link them. Leinwand and Mainardi identify value proposition and the distinct corporate capabilities required to deliver on the value proposition's promise and provide the means allowing the organization to link them.

Jacques took strategy as given while Leinwand and Mainardi provide guidance on how to develop it, making it executable through development of a supporting capabilities system, valuable by making it the source of competitive advantage hard to replicate by others, establishing a right to win. In so doing they provide new depth and intellectual rigor to development of the ubiquitous Business Canvas.

Both base their point of departure from recognition that organizations are social not mechanical in nature. Leinwand and Mainardi neatly extending the description of corporate culture from the way we do things around here to, " ... the reservoir of behaviours thoughts feelings, value and mindsets shared by people in an enterprise."

To not read their book is to choose to increase your risk of failing, to avoid the challenge they pose, transform your company from an army to an elite special forces organization. Take five minutes and read the estimable Robert Morris' Amazon review to glimpse how Leinwand and Mainardi do it

See all 18 customer reviews...

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Once again, reviewing practice will certainly always offer valuable advantages for you. You might not require to invest numerous times to read guide Strategy That Works: How Winning Companies Close The Strategy-to-Execution Gap By Paul Leinwand, Cesare R. Mainardi Simply allotted a number of times in our extra or spare times while having dish or in your workplace to review. This Strategy That Works: How Winning Companies Close The Strategy-to-Execution Gap By Paul Leinwand, Cesare R. Mainardi will certainly show you new thing that you can do now. It will help you to boost the quality of your life. Event it is merely a fun book **Strategy That Works: How Winning Companies Close The Strategy-to-Execution Gap By Paul Leinwand, Cesare R. Mainardi**, you can be healthier and also much more fun to take pleasure in reading.

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