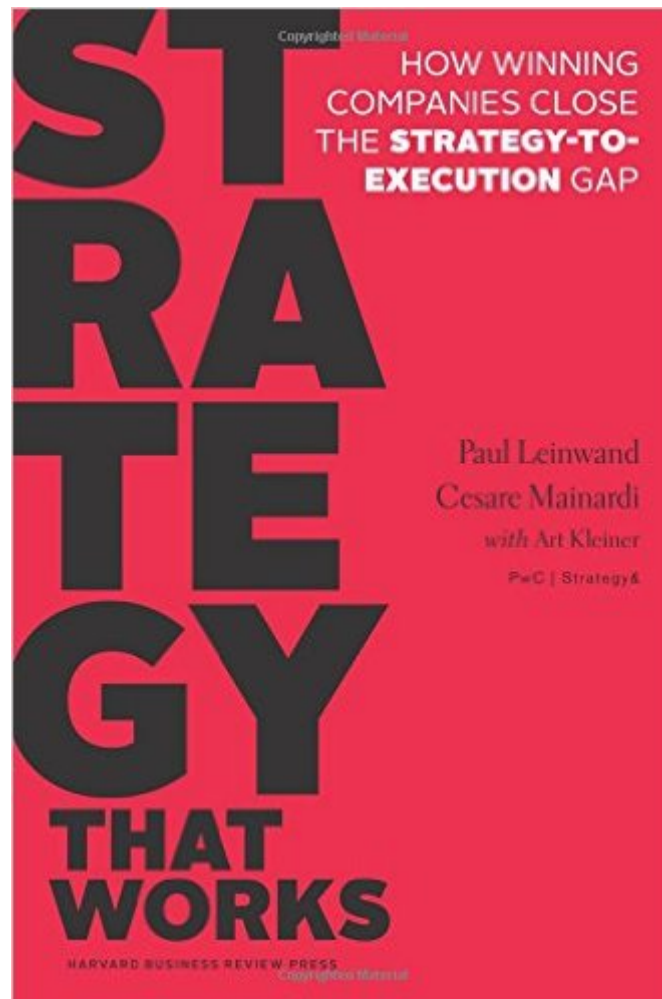


The book was found

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



Synopsis

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.

Book Information

Hardcover: 288 pages

Publisher: Harvard Business Review Press (February 2, 2016)

Language: English

ISBN-10: 162527520X

ISBN-13: 978-1625275202

Product Dimensions: 6.1 x 1.1 x 9.2 inches

Shipping Weight: 1.6 pounds (View shipping rates and policies)

Average Customer Review: 4.7 out of 5 stars [See all reviews](#) (18 customer reviews)

Best Sellers Rank: #39,130 in Books (See Top 100 in Books) #60 in [Books > Business & Money > Management & Leadership > Strategy & Competition](#) #145 in [Books > Business & Money > Processes & Infrastructure > Strategic Planning](#) #171 in [Books > Business & Money > Management & Leadership > Systems & Planning](#)

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 '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.

[Download to continue reading...](#)

Strategy That Works: How Winning Companies Close the Strategy-to-Execution Gap
 Winning in Emerging Markets: A Road Map for Strategy and Execution Thinkers
 50 Strategy: The Art and Science of Strategy Creation and Execution
 Rethinking Teacher Supervision and Evaluation: How to Work Smart, Build Collaboration, and Close the Achievement Gap
 Class And Schools: Using Social, Economic, And Educational Reform To Close The Black-White Achievement Gap
 The Knowing-Doing Gap: How Smart Companies Turn Knowledge into Action
 Why Good People Can't Get Jobs: The Skills Gap and What Companies Can Do About It
 The Human Body Close-Up (Close-Up (Firefly))
 The Natural World Close-Up (Close-Up (Firefly))
 Understanding Close-Up Photography: Creative Close Encounters with Or Without a Macro Lens
 Bees Up Close (Minibeasts Up Close)
 The Life Science Innovation Roadmap: Bioscience Innovation Assessment, Planning, Strategy, Execution, and Implementation
 Performance Management: Integrating Strategy Execution, Methodologies, Risk, and Analytics
 Enterprise Architecture As Strategy: Creating a Foundation for Business Execution
 Management Accounting: Information for Decision-Making and Strategy Execution (6th Edition)
 The Valuation of Financial Companies: Tools and Techniques to Measure the Value of Banks, Insurance Companies and Other Financial Institutions (The Wiley Finance Series)
 Offshore Companies: How To Register Tax-Free Companies in High-Tax Countries
 LLC: Quickstart Beginner's Guide to Limited Liability Companies (LLC Taxes, Limited Liability

Companies Guide) The Brand Gap: How to Bridge the Distance Between Business Strategy and Design Winning Lacrosse for Girls (Winning Sports for Girls)

[Dmca](#)