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From the Back Cover • Strengthening the linkages between planning and execution Getting planners and “doers” involved in strategy execution • Building the capabilities and culture you’ll need to execute Aligning organizational skills, resources, and culture... • Getting structure right Balancing ...

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MAKING STRATEGY WORK IS MORE DIFFICULT THAN THE TASK OF STRATEGY MAKING Execution is critical to success. Execution represents a disciplined process or a logical set of connected activities that enables an organization to take a strategy and make it work. Without a care- ful, planned approach to execution, strategic goals cannot be attained.

Making Strategy Work

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Lawrence G Hrebiniak – Management Department

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Without effective execution, no business strategy can succeed. Unfortunately, most managers know far more about developing strategy than about executing it -- and overcoming the difficult political and organizational obstacles that stand in their way. In this book, leading consultant and Wharton professor Lawrence Hrebiniak offers the first comprehensive, disciplined process model for making strategy work in the real world. Drawing on his unsurpassed experience, Hrebiniak shows why execution is even more important than many senior executives realize, and sheds powerful new light on why businesses fail to deliver on even their most promising strategies. Next, he offers a systematic roadmap for execution that encompasses every key success factor: organizational structure, coordination, information sharing, incentives, controls, change management, culture, and the role of power and influence in your business. Making Strategy Work concludes with a start-to-finish case study showing how to use Hrebiniak's ideas to address one of today's most

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in an uncertain world, whether you're running an entire company or in your first management job. "A must-read for anyone who cares about business."—The New York Times

When *Execution* was first published, it changed the way we did our jobs by focusing on the critical importance of "the discipline of execution": the ability to make the final leap to success by actually getting things done. Larry Bossidy and Ram Charan now reframe their empowering message for a world in which the old rules have been shattered, radical change is becoming routine, and the ability to execute is more important than ever. Now and for the foreseeable future:

- Growth will be slower. But the company that executes well will have the confidence, speed, and resources to move fast as new opportunities emerge.
- Competition will be fiercer, with companies searching for any possible advantage in every area from products and technologies to location and management.
- Governments will take on new roles in their national economies, some as partners to business, others imposing constraints. Companies that execute well will be more attractive to government entities as partners and suppliers and better prepared to adapt to a new wave of regulation.
- Risk management will become a top priority for every leader. Execution gives you an edge in detecting new internal and external threats and in weathering crises that can never be fully predicted. Execution shows how to link together people, strategy, and operations, the three core processes of every business. Leading these processes is the real job of running a business, not formulating a "vision" and leaving the work of carrying it out to others.

Bossidy and Charan show the importance of being deeply and passionately engaged in an organization and why robust dialogues about people, strategy, and operations result in a business based on intellectual honesty and realism. With paradigmatic case histories from the real world—including

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examples like the diverging paths taken by Jamie Dimon at JPMorgan Chase and Charles Prince at Citigroup—Execution provides the realistic and hard-nosed approach to business success that could come only from authors as accomplished and insightful as Bossidy and Charan.

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.

Argues that a manager's central responsibility is to create and implement strategies, challenges popular motivational practices, and shares anecdotes discussing how to enable action-oriented plans for real-world results.

The effectiveness of a good strategy well implemented

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determines a business' future success or failure. Yet history is full of strategic decisions, big and small, that were ill-conceived, poorly organized and consequently disastrous. This updated guide looks at the whole process of strategic decision-making, from vision, forecasting, and resource allocation, through to implementation and innovation. Strategy is about understanding where you are now, where you are heading and how you will get there. There is no room for timidity or confusion. Although the CEO and the board decide a company's overall direction, it is the managers at all levels of the organization who will determine how the vision can be transformed into action. In short, everyone is involved in strategy. But getting it right involves difficult choices: which customers to target, what products to offer, and the best way to keep costs low and service high. And constantly changing business conditions inevitably bring risks. Even after business strategy has been developed, a company must remain nimble and alert to change, and view strategy as an ongoing and evolving process. The message of this guide is simple: strategy matters, and getting it right is fundamental to business success.

Effective plan execution can turn today's challenges into tomorrow's successes. This book is about getting things done—how to design effective strategy, implement it, and make sure it works. It's based on the best practices of leading healthcare delivery systems, examples from the business world, and research findings. Use the execution method described in this book to address a departmental issue or to institute organization-wide change. Start today. Develop a focused plan, use project management tools to keep work on track, and engage employees at all levels to support change. This book: Outlines basic tools for collecting, displaying, and reviewing data that are useful to strategy formulation Explains

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alternative approaches to strategic planning, including scenario planning Reviews the management tools used to execute change, including the balanced scorecard Discusses how to create a culture that engages employees and drives change Uses the creation of accountable care organizations, healthcare homes, and bundled payment projects as examples of effective execution Includes a companion website that contains web links, resources, and videos on the use of the software mentioned in the book Also from Dan McLaughlin and Health Administration Press: Healthcare Operations Management, First Edition Healthcare Operations Management, Second Edition Responding to Healthcare Reform: A Strategy Guide for Healthcare Leaders

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