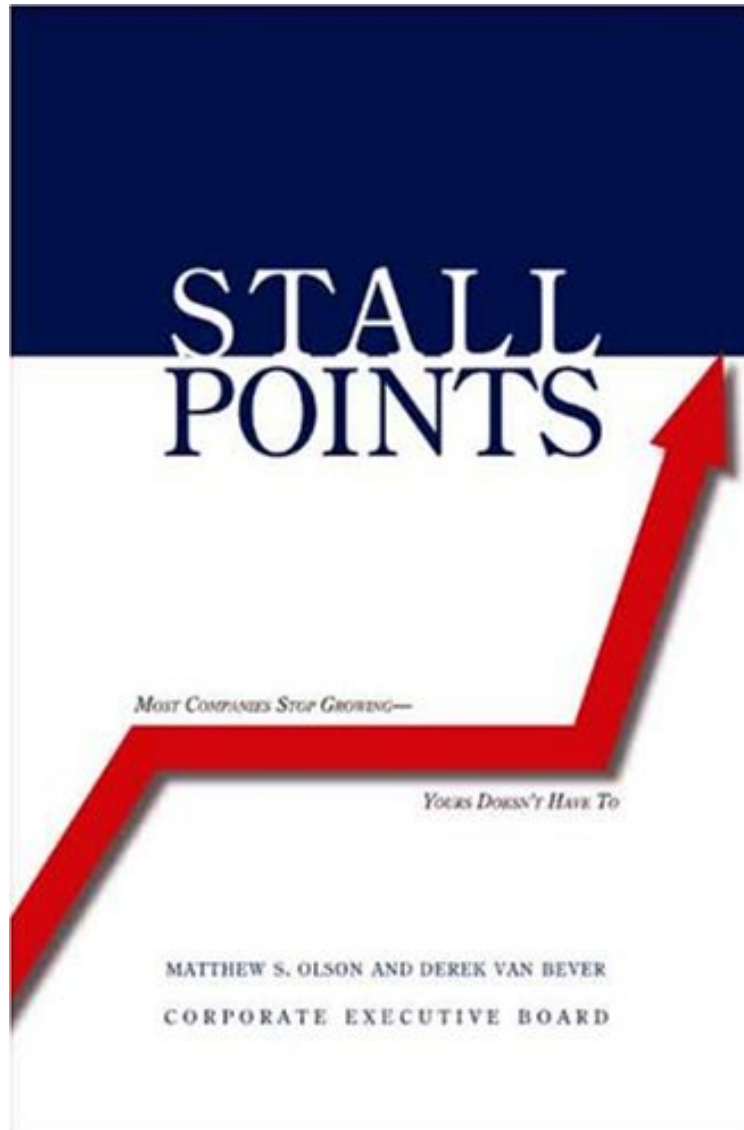


(Download) Stall Points: Most Companies Stop Growing Yours Doesn't Have To

# Stall Points: Most Companies Stop Growing Yours Doesn't Have To

*Bever van Derek*

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**Bever van Derek : Stall Points: Most Companies Stop Growing Yours Doesn't Have To** before purchasing it in order to gage whether or not it would be worth my time, and all praised Stall Points: Most Companies Stop Growing Yours Doesn't Have To:

2 of 2 people found the following review helpful. Best business book on growth strategiesBy John H. HwungThis is the most significant business book I have ever read ...This book is exceptionally well-researched and fact-based. It is a must-read for C-level executives as well as business school students and all people interested in business or business history.If you even wonder why some large companies come and go, why some big companies continue to prosper

while others flowered and then withered, this is the book with answers. If you'd like to know about the biggest perils a large company can face, you must read this book. If you want to be smarter than average business consultants, read this book. If you ever wonder what the secret formulas are for a company to continue to do well and avoid the pitfalls of the stalls, this book has the answer. The authors analyzed the Fortune-100 companies in the past 50 years for a total of 500 companies for the reasons why the revenue growth stalled for most of the companies. They also performed in-depth analysis of 50 of these 500 companies. Once a company stalled, it can seldom come back to pre-stall growth. Most likely, it will lose two-thirds of its market share and will have near-zero or even negative growth rate afterwards. Five stars are not enough for this book. It should be given seven stars! 0 of 0 people found the following review helpful. I thoroughly enjoyed reading it. By KM Stall Points is an important and interesting read. It covers a topic that affects every single business, regardless of size or point in the life cycle. It provides a clear, practical and well researched explanation on why companies growth stalls, and practices that can be adopted to identify and prevent stalls. I thoroughly enjoyed reading it. 0 of 1 people found the following review helpful. A must read for those interested in strategy. By gnomi Buy the book and read it. You will not be disappointed. Most books on strategy take the same predictable process-oriented view and don't have much new to offer. This book is remarkably different. Based on hard research of the fortune 500 over the last 50 years, including interviews with management to find out what worked, what didn't, and what they should have done differently, Stall Points offers insights and actionable recommendations for improving strategic management for mid- to large size companies. There are also many small recommendations for where to focus energy and effort to get the biggest return and the trade-offs among the most common approaches. A must read for business leaders, MBA, and Business School teachers.

Very few large companies manage to avoid stalls in revenue growth. These stalls are not attributable to the natural business cycle. Rather, careful analysis reveals that the vast majority of such stalls are the direct result of strategic choices made by corporate leaders. In short, stoppages in growth are almost always avoidable. This extensively researched book analyzes the growth experiences of more than six hundred Fortune 100 companies over the past fifty years to identify why growth stalls and to discover how to rectify a stall in progress or, even better, avoid one. Board members and executives in companies of all sizes will find this book a practical and essential resource. Matthew S. Olson and Derek van Bever investigate the incidence and consequences of growth stalls in major corporations, then probe the root causes. Examining hundreds of stall points, the authors conclude that the greatest threat to a company's growth is posed by obsolete strategic assumptions that undermine market position, and by breakdowns in innovation and talent management. The study includes a selection of practices for articulating and monitoring strategic assumptions and concludes with a self-test built around fifty "Red Flag" warning signs of an impending growth stall. Top Four Reasons a Firm May Stall: bull; Premium position captivity bull; Innovation management breakdown bull; Premature core abandonment bull; Talent shortfall

"In Stall Points, [the authors] have studied the growth performance of more than 600 U.S. corporations in the postwar years. Their conclusion? About 87% of businesses will hit what they call a stall point. . . . This book offers a useful checklist in how not to do it, a cost-effective way to learn from other people's mistakes. It is a bit like having access to a wily old non-executive director."mdash;Stefan Stern, Los Angeles Times "About 87% of businesses will hit what [the authors] call a stall point. . . . This book offers a useful checklist in how not to do it, a cost-effective way to learn from other people's mistakes."mdash;Stefan Stern, Los Angeles Times "The book is clearly and sparsely written, with enough examples to make the points understandable, but not so many that the reader becomes overwhelmed and misses the essential points. You will learn the dangers of stalls, how they occur, and how to try to prevent them or limit the damage should they strike, something vital for leaders in growth companies."mdash;Harvey Schacter, Toronto Globe and Mail "Stall Points offers practices for articulating, challenging, and monitoring strategic assumptions that can help position a company against a potential stall. Such practices include: commissioning a core belief identification squad, conducting a pre-mortem strategic analysis, appointing a shadow cabinet and inviting a venture capitalist to a company's strategy review."mdash;Management Magazine "A timely book for executives, learning professionals, and strategists concerned with their organizations' health in the current economy."mdash;Ann Pace, T+D Training Development "This book's message is a timely reminder to all managers of this potential for renewal."mdash;Strategy Business "Thoughtful and cogent."mdash;Jeffrey Marshall, Financial Executive "An outstanding supplemental book for graduate students and faculty, as well as a practical resource for corporate executives. . . . Highly recommended."mdash;Choice "Stall Points is grounded in competent and compelling research. . . . There is no fluff here. . . . It is a cogent, practical guide to the most pressing problem today's managers face: How to sustain growth."mdash;Clayton M. Christensen, Professor, Harvard Business School, and author of The Innovator's Dilemma and The Innovator's Solution "Every company that sets itself a growth trajectory worries about the very real danger of stalling. . . . What makes this critical is that most companies do not realize it even as they encounter stall points. . . . Stall Points captures this dilemma perfectly. . . . Based on the experience of several organizations across the world, the authors have produced a compelling piece of

research. The key takeaway for me personally is the need to build an organization that will identify stall points either before or as they occur, so that corrective action can be taken to put the company back onto its original growth trajectory." — Mukesh Ambani, Chairman and Managing Director, Reliance Industries "Stall Points provides a unique combination of fact-based analysis and insight from a broad range of large corporate experience. While no book can hold the answer to growth, this one provides valuable tools to help management take the critical first steps of self-assessment and root cause analysis on the road to driving change in the firm." — Mike Giersch, Vice President, Strategic Planning, IBM Corporation "This book was a real call to action for us at Caterpillar as we needed to break through the \$20 billion stall point in our top line. I recommend this book to every business leader who wants to maintain high growth or recover from a growth stall." — David B. Burritt, Vice President and Chief Financial Officer, Caterpillar Inc. "Growth is the oxygen of any corporate enterprise, but it's very hard work — full of uncertainty, difficult questions and difficult choices. Those on the front lines can read an unlimited number of books and articles on growth, but few are as thoroughly grounded in original research, combine the best insights from both academic and consultant thought leaders, and are as littered with pragmatic examples (good and bad) from world class companies. Stall Points is both depressing and exciting. The authors unearth the root causes of the almost-inevitable growth stalls that companies experience, then show that 87% of them are self-inflicted — either strategy failures or organizational failures. Most importantly, they offer actionable ways to both anticipate and react to those circumstances." — Daniel G. Simpson, Vice President, Office of the Chairman and CEO, The Clorox Company