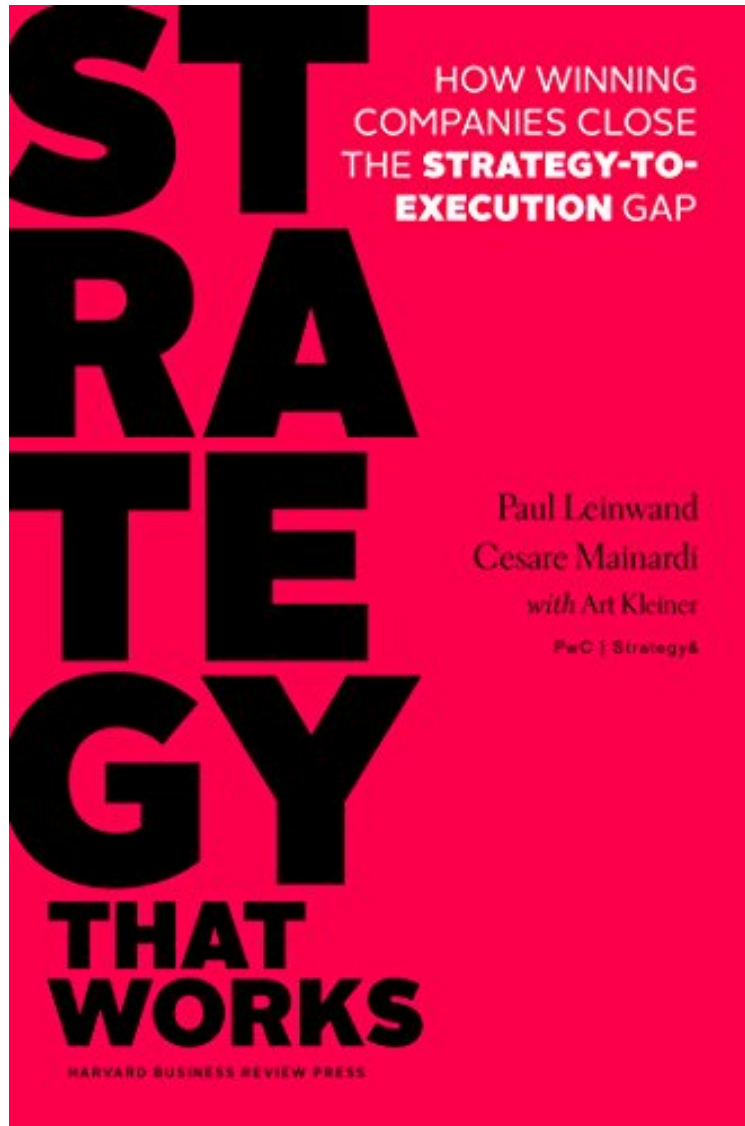


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Strategy That Works: How Winning Companies Close the Strategy-to-Execution Gap

Paul Leinwand, Cesare R. Mainardi

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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.

Strategy That Works, by Paul Leinwand and Cesare Mainardi, offers a perspective on how companies can create value in the long term, underscoring the importance of culture. The Economist few tomes have actually turned the research into a story of how human failings and foibles come into play and how they can often be part of a successful effort. Until now. Forbes Paul Leinwand and Cesare R. Mainardi, along with Art Kleiner, have written a book that disenchant the reader with the strategy dogma of the day, and replaces it with a new proposition. 800 CEO READ a great framework to overcome this conundrum of successful implementation While reading the book, one stops and ponders as to what one can do better - a sign that it serves the purpose intended by the authors. Business Today, India a practitioner-oriented, prescriptive book. Choice magazine ADVANCE PRAISE for *Strategy That Works*: Mark T. Bertolini, Chairman and CEO, Aetna *Strategy That Works* provides a behind-the-scenes look at the characteristics of unconventional leadership and the importance of culture and identity as foundational components of a strong corporate strategy. Zhang Ruimin, Chairman and CEO, Haier Group Any successful large enterprise must strike the right balance between openness to change and having a powerful, long-lasting core identity. *Strategy That Works* shows how to bring these two contrasting ideas together. Marshall Goldsmith, author, New York Times #1 bestselling *Triggers* and global bestsellers *MOJO* and *What Got You Here Won't Get You There* Leinwand and Mainardi show you how to transform your value proposition into real results. Sally Blount, Dean, Kellogg School of Management, Northwestern University *Strategy* is all about making clear plans and sticking to them. Yet organizations get easily distracted. This great new book explains how to gain coherence across an organization in strategy setting and execution. Alessandro Carlucci, former CEO, Natura This book will help you think about whether your organization is really aligned with your strategy: from the company's value proposition to its distinctive capabilities to the products and services it provides. Karim Michel Sabbagh, President and CEO, SES *Strategy That Works* demonstrates how capabilities shape successful markets, enable winning companies, and sustain on-target execution. The case for capabilities-driven strategy strengthens with every turn of the page.