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Collana	Strategic management collection, , 2150-9646
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Note generali	Includes index.
Nota di contenuto	1. Are you fast or irrelevant? -- The decline and fall of Nokia -- What's driving the need for speed? -- Why are companies still too slow? -- Shifting focus from perfection to pace -- 2. Creating a high-speed, high-growth culture -- Avoiding the cultural danger zone -- Act like a start-up and adopt a challenger mind-set -- The cultural traffic jam: the seven most likely roadblocks -- The critical role of the "sprinter-in-chief": Richard Baker puts "the chemists" back into boots -- 3. Organizing for speed and agility -- The power of simplicity in a complex world -- Destroying silos, accelerating growth -- Decision making on the run -- Turning your organization on a dime -- 4. Rapid-fire strategy -- Strategy ain't what it used to be -- The 3Rs of strategy -- Organizing for rapid-fire strategy -- The 6-day strategy: why spend 6 months developing a 1-year plan? -- 5. Fast-lane innovation -- Releasing the innovation brakes -- Building up speed: focusing innovation on what won't change -- Shifting gear: acceleration through action -- 8 accelerators for fast-lane innovation -- 6. Implementing at pace -- The speed of light at the center of the sun -- Focus, focus, focus: you can't chase two hares -- Lead by results: the inverse relationship between detailed planning and performance management -- Think big, start small: Tesco Express versus Fresh & Easy -- Remember, delivery is the day job: the secret to rapid transformation -- 7. Allowing your customers to navigate -- Steve Jobs

was an error: the customer's not always right, but that's the way to bet  
-- Who to implore and who to ignore -- How to work with customers  
to accelerate innovation -- Customer navigation in action: embedding  
customer focus at DFS -- 8. Sustaining success and kicking on -- How  
fast is too fast? -- Moving onto new heights -- Seven immediate steps  
you can take today -- Index.

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### Sommario/riassunto

For the past 30 years, business leaders have been exhorted to move faster and adopt a "ready, fire, aim" approach to the growth of their business. As the level of change and turbulence increases in all markets, all organizations must adapt--quickly!--or risk decline and decay. But what are the real behaviors, processes, and techniques that are critical to lead your organization at pace without creating confusion, frustration, and unnecessary risk? First and Fast provides business leaders with a comprehensive and pragmatic set of tools and ideas to enable them to increase pace, build momentum, and accelerate growth in a systematic way. This book is written for business owners, chief executives, other senior executives and managers, consultants, and business advisors. Readers will benefit by learning techniques to build and lead faster, more responsive organizations that are better able to grow and thrive in a fast-changing world. Among other things, they will know how to ensure that managers don't fall into the trap of sitting on yesterday's success when they should be shifting gears to deliver tomorrow's solutions, to demonstrate the necessary fast-paced leadership behaviors on a daily basis, and to transform their business from a "busy" organization to one that is genuinely the fastest and most effective in its market.

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