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Nota di contenuto	<p>CONTENTS; Acknowledgements; 1 Setting the scene; The problem defined: vision is nothing without execution; Looking back: British Airways; Looking back: General Electric; Looking at the present: Domaine Chandon; Looking at the present: case examples in this book; 2 Friction; General Electric: turning slogans into mantras in Hungary; Pfizer: dealing with discordancy; Friction: the military provenance; Friction: the business version; Strategy: the make-or-break role of the line; From friction to focus; 3 Focus; Luxfer Gas Cylinders: moving beyond operational excellence; Focusing on "hot spots" Domaine Chandon: from focus to clarity Lipper: clarity as bedrock; Pfizer: turning around its teams; Delegation and discretionary powers: the essence of military command; From clarity to communication; 4 Communication; Diageo Moet Hennessy Japan: words really matter; Communication or consultation: the new realities; IBM: test-marketing new values; Networks not hierarchies: the new social imperative; Reuters: fast forwarding corporate transformation; 5 Behaviour; Luncheon Vouchers in 1989: creating a competitive environment; Behaviour and how it is shaped Deutsche Bank and employee commitment: a new area of risk Behaviour: the strategy execution challenge; Coaching and personal support: the learning agenda; Internal and external consultancy support: the changing agenda; From coaching to measurement; 6 Measurement; HSBC Rail (UK): charting the future through corporate</p>

cartography; Strategic Management Tool 1: the strategy map; Strategy execution: the importance of effective performance measures; Strategic Measurement Tool 2: the balanced scorecard; British Telecom: aligning human resources to the business strategy
Strategic Measurement Tool 3: the mission dashboard Thomson Financial: using clear measures to achieve great performance; From measurement to leadership; 7 Leadership; Six leadership roles for successful strategy execution; Instilling focus and clarity; Generating commitment and engagement; Allocating scant resources; Creating the right milestones of achievement; Fostering collaboration; Managing pace; 8 Change; Reuters: shifting gear as circumstances demand; Strategy change management: the new context; Managing uncertainty: a new management discipline; 9 Innovation
East African Breweries: exploring the links between clarity and creativity
The underlying need and desire for innovation; Fostering innovation: eight roles; Look below the surface; Goldman Sachs: bringing organisational deviants to the surface in a way that supports strategy; 10 Pathway; A pathway to successful strategy execution; Effective change management: a virtuous spiral; Ineffective change management: a vicious spiral; Summary; Appendix; References; Index

Sommario/riassunto

Strategy-to-performance gaps foster a culture of under-performance. Unrealistic plans create the expectation throughout the organisation that plans simply will not be fulfilled. This book shows how to overcome such failings and implement strategy effectively.
