

Strategy Beyond The Hockey Stick People Probabilities And Big Moves To Beat The Odds

Complex problem solving is the core skill for 21st Century Teams Complex problem solving is at the very top of the list of essential skills for career progression in the modern world. But how problem solving is taught in our schools, universities, businesses and organizations comes up short. In *Bulletproof Problem Solving: The One Skill That Changes Everything* you'll learn the seven-step systematic approach to creative problem solving developed in top consulting firms that will work in any field or industry, turning you into a highly sought-after bulletproof problem solver who can tackle challenges that others balk at. The problem-solving technique outlined in this book is based on a highly visual, logic-tree method that can be applied to everything from everyday decisions to strategic issues in business to global social challenges. The authors, with decades of experience at McKinsey and Company, provide 30 detailed, real-world examples, so you can see exactly how the technique works in action. With this bulletproof approach to defining, unpacking, understanding, and ultimately solving problems, you'll have a personal superpower for developing compelling solutions in your workplace. Discover the time-tested 7-step technique to problem solving that top consulting professionals employ Learn how a simple visual system can help you break down and understand the component parts of even the most complex problems Build team brainstorming techniques that fight cognitive bias, streamline workplanning, and speed solutions Know when and how to employ modern analytic tools and techniques from machine learning to game theory Learn how to structure and communicate your findings to convince audiences and compel action The secrets revealed in *Bulletproof Problem Solving* will transform the way you approach problems and take you to the next level of business and personal success.

A member of the Inter-governmental Panel on Climate Change examines the fossil-fuel industry's public relations campaign to discredit the science of climate change and deny the reality of global warming.

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.

While growth is a top priority for companies of all sizes, it can be extremely difficult to create and maintain—especially in today's competitive business environment. *The Granularity of Growth* will put you in a better position to succeed as it reveals why growth is so important, what enables certain companies to grow so spectacularly, and how to ensure that growth comes from multiple sources as you take both a broad and a granular view of your markets.

Every year, over 10,000 business books are published—and that's before you add in the hundreds of thousands of articles, blogs, and video lectures that are produced. Leaders can't possibly hope to digest it all, and writers increasingly sensationalize and spin their ideas in order to be noticed. The result? Put quite simply, the field of management thinking is in danger of losing the plot. In this new book, Scott Keller and Mary Meaney—Senior Partners at McKinsey & Company, the world's preeminent management consultancy—cut to the chase by answering the 10 most important and timeless questions that every leader needs to answer in order to maximize the performance and health of their organization. What's more, the authors recognize that great leaders may not have time for long-winded business books. In *Leading Organizations*, answers are kept to the essentials—hard facts, counter-intuitive insights, and practical steps—all presented in an accessible and highly visual format. If there's one essential business book you should read—ever—it's this one.

Outlines numerous expansion strategies for businesses and includes interviews from twenty-five CEO's.

The authors argue against the aggressive selling of ideas and instead emphasize listening, genuine engagement and commitment to a lasting business relationship in order to get someone to come around to one's way of thinking.

Game-Changing Strategies explains the reasons behind this puzzle and presents practical ideas on how established firms could not only discover new radical business models but also grow them next to their existing business models. The challenge for established firms is not the discovery of a new business model—the real challenge is how to make two business models coexist. This book offers advice on how established firms can implement structures and processes that make the new business model less conflicting and more palatable to the existing business.

Practical advice for redesigning "big, old" companies for digital success, with examples from Amazon, BNY Mellon, LEGO, Philips, USAA, and many other global organizations. Most established companies have deployed such digital technologies as the cloud, mobile apps, the internet of things, and artificial intelligence. But few established companies are designed for digital. This book offers an essential guide for retooling organizations for digital success. In the digital economy, rapid pace of change in technology capabilities and customer desires means that business strategy must be fluid. As a result, the authors explain, business design has become a critical management responsibility. Effective business design enables a company to quickly pivot in response to new competitive threats and opportunities. Most leaders today, however, rely on organizational structure to implement strategy, unaware that structure inhibits, rather than enables, agility. In companies that are designed for digital, people, processes, data, and technology are synchronized to identify and deliver innovative customer solutions—and redefine strategy. Digital design, not strategy, is what separates winners from losers in the digital economy. *Designed for Digital* offers practical advice on digital transformation, with examples that include Amazon, BNY Mellon, DBS Bank, LEGO, Philips, Schneider Electric, USAA, and many other global organizations. Drawing on five years of research and in-depth case studies, the book is an essential guide for companies that want to disrupt rather than be disrupted in the new digital landscape.

This book brings order to the chaotic and rapidly evolving world of influencer marketing by providing readers with much needed context, frameworks, and best practices. Written for busy marketing professionals working in both domestic and international markets, it addresses these topics in a highly actionable and engaging manner. *Digital Influence* covers everything from how to identify the right influencers and determine "level of influence" to collaborating with influencers and measuring ROI. It turns out, it's not all about paying online celebrities outrageous sums to post sponsored content. Backaler also provides much-needed context for why influencer marketing is flourishing today, and perspective into what a more technologically-enabled, globally-connected future will look like. Ultimately, people want to learn from trusted

peers, not faceless companies. Better than any corporate marketing function, influencers understand how to make best use of social media platforms and tailor content for their respective cultures to engage consumers in their home markets. Business leaders should arm themselves with Backaler's book to ensure they're not left behind.

Is Silence Killing Your Strategy? In his thirty years of working in corporations, Harvard Business School professor Michael Beer has witnessed firsthand how organizational silence derails strategic objectives. When employees can't speak truth to power, senior leaders don't hear what they need to hear about their company's fitness to compete, and employees lose trust in those leaders and become less committed to change. In *Fit to Compete*, Beer presents an antidote to silence--principles and a time-tested innovative process for holding honest conversations with everyone in your organization. Used by over eight hundred organizations across the globe, the strategic fitness process has helped leaders in a diverse range of industries--including medical technology, information technology, banking, restaurant chains, and pharmaceuticals--hear the raw but necessary truth about the sources of misalignment between their strategies and their organizations. In addition to step-by-step instructions, Beer offers detailed and illustrative case studies of companies that have conducted honest conversations to great effect. He also shows how to apply the process more broadly to a variety of strategic challenges and at multiple levels throughout the organization. Practical, enlightening, and comprehensive, *Fit to Compete* is the book you should turn to if you to want create winning strategies that your entire company will rally behind.

A collection of the best thinking from one of the most innovative management consulting firms in the world For more than forty years, The Boston Consulting Group has been shaping strategic thinking in business. The Boston Consulting Group on Strategy offers a broad and up-to-date selection of the firm's best ideas on strategy with fresh ideas, insights, and practical lessons for managers, executives, and entrepreneurs in every industry. Here's a sampling of the provocative thinking you'll find inside: "You have to be the scientist of your own life and be astonished four times: at what is, what always has been, what once was, and what could be." "The majority of products in most companies are cash traps . . . [They] are not only worthless, but a perpetual drain on corporate resources." "Use more debt than your competition or get out of the business." "When information flows freely, reputation, more than reciprocity, becomes the basis for trust." "As a strategic weapon, time is the equivalent of money, productivity, quality, even innovation." "When brands become business systems, brand management becomes far too important to leave to the marketing department." "The winning organization of the future will look more like a collection of jazz ensembles than a symphony orchestra." "Most of our organizations today derive from a model whose original purpose was to control creativity." "Rather than being an obstacle, uncertainty is the very engine of transformation in a business, a continuous source of new opportunities." "IP assets lack clear property lines. Every bit of intellectual property you can own comes with connections to other valuable innovations." Essential guidance for the corporate finance professional — advisor, Board Director, CFO, Treasurer, business development executive, or M&A expert—to ask the right questions and make the critical decisions. *Strategic Corporate Finance* is a practical guide to the key issues, their context, and their solutions. From performance measurement and capital planning to risk management and capital structure, *Strategic Corporate Finance*, translates principles of corporate finance theory into practical methods for implementing them. Filled with in-depth insights, expert advice, and detailed case studies, *Strategic Corporate Finance* will prepare you for the issues involved in raising, allocating and managing capital, and its associated risks. Justin Pettit (New York, NY) draws on his 15 years of senior advisory experience as an investment banker and management consultant. He advises corporate boards and executives on matters of capital structure, financial policy, valuation, and strategy. He also lectures on topics in advanced corporate finance to graduate and undergraduate students at universities in the New York area.

Hockey Plays and Strategies features a variety of plays, systems, and strategies for game play in the offensive, neutral, and defensive zones. Special situations such as the power play, penalty kill, and face-offs are also featured.

What if every successful start-up followed a predictable pattern, and by knowing that pattern ahead of time, you could be more successful? In *The Hockey Stick Principles*, business consultant Bobby Martin shares his study of more than 100 new businesses, from Lending Tree to Under Armour to iContact, to show that every one of them has had a "hockey stick" growth history, starting with a tinkering period, moving through the daunting "blade years" before finally making it to the crucial inflection point that precedes surging growth. In this simple but incredibly helpful book, Martin takes us through each of those four stages of the hockey stick pattern, giving us a road map that will help any entrepreneur navigate the inevitable ups and downs of their business's early years.

A behind-the-scenes, revelatory history of the controversial consulting firm traces its decades-long influence in both business and political arenas, citing its role in the establishment of mainstream practices and modern understandings about capitalism while evaluating the failures that have compromised its reputation. 60,000 first printing.

Foreword by Bill Gates LinkedIn cofounder, legendary investor, and host of the award-winning *Masters of Scale* podcast reveals the secret to starting and scaling massively valuable companies. What entrepreneur or founder doesn't aspire to build the next Amazon, Facebook, or Airbnb? Yet those who actually manage to do so are exceedingly rare. So what separates the startups that get disrupted and disappear from the ones who grow to become global giants? The secret is blitzscaling: a set of techniques for scaling up at a dizzying pace that blows competitors out of the water. The objective of Blitzscaling is not to go from zero to one, but from one to one billion — as quickly as possible. When growing at a breakneck pace, getting to next level requires very different strategies from those that got you to where you are today. In a book inspired by their popular class at Stanford Business School, Hoffman and Yeh reveal how to navigate the necessary shifts and weather the unique challenges that arise at each stage of a company's life cycle, such as: how to design business models for igniting and sustaining relentless growth; strategies for hiring and managing; how the role of the founder and company culture must evolve as the business matures, and more. Whether your business has ten employees or ten thousand, *Blitzscaling* is the essential playbook for winning in a world where speed is the only competitive advantage that matters.

You think you have a winning strategy. But do you? Executives are bombarded with bestselling ideas and best practices for achieving competitive advantage, but many of these ideas and practices contradict each other. Should you aim to be big or fast? Should you create a blue ocean, be adaptive, play to win—or forget about a sustainable competitive advantage altogether? In a business environment that is changing faster and becoming more uncertain and complex almost by the day, it's never been more important—or more difficult—to choose the right approach to strategy. In this book, The Boston Consulting Group's Martin Reeves, Knut Haanæs, and Janmejaya Sinha offer a proven method to determine the strategy approach that is best for your company. They start by helping you assess your business environment—how unpredictable it is, how much power you have to change it, and how harsh it is—a critical component of getting strategy right. They show how existing strategy approaches sort into five categories—Be Big, Be Fast, Be First, Be the Orchestrator, or simply Be Viable—depending on the extent of predictability, malleability, and harshness. In-depth explanations of each of these approaches will provide critical insight to help you match your approach to strategy to your environment, determine when and how to execute each one, and avoid a potentially fatal mismatch. Addressing your most pressing strategic challenges, you'll be able to answer questions such as: • What replaces planning when the annual cycle is obsolete? • When can we—and when should we—shape the game to our advantage? • How do we simultaneously implement different strategic approaches for different business units? • How do we manage the inherent contradictions in formulating and executing different strategies across multiple businesses and geographies? Until now, no book brings it all together and offers a practical tool for understanding which strategic approach to apply. Get started today.

"Reading this book is like having Jeff Bezos advise me."—Eric Martinez, Founder and CEO of Modjoul The former Amazon executive who launched and scaled Amazon Marketplace delivers the ultimate playbook on how to "think like Amazon" and succeed in the digital age. "What would Jeff do?" Since leaving Amazon to advise start-ups and corporations, John Rossman has been asked this question countless times by executives who want to know "the secret" behind Amazon's historic success. In this step-by-step guide, he provides 50 1?2 answers drawn from his experience as an Amazon executive—and shows today's business leaders how to think like Amazon, strategize like Bezos, and beat the competition like nobody's business. Learn how to: Move forward to get back to Day 1—and change the status quo. Use the "working backwards" innovation and problem-solving approach to lead the way. Become a platform company—with the right platform strategy. Create customer obsession—and grant your customers superpowers. Experiment, fail, rinse, and repeat. Decentralize your way to digital greatness. Master the magic of small autonomous teams. Avoid the trap of past positions. Make better and faster decisions. Use metrics to create a culture of accountability and innovation Use AI and the Internet of Things to reinvent customer experiences. In addition to these targeted strategies, you'll receive a rare inside glimpse into how Jeff Bezos and Amazon take a remarkably consistent approach to innovate, explore new markets, and spark new growth. You'll understand the unique mindset and inner workings that drive Amazon's operational excellence, from its ground-up approach to new digital markets to its out-of-the-box attitudes on innovation. Along the way, you'll learn specific game-changing strategies that made Amazon stand out in a crowded digital world. These include actionable ideas that you can use to transform your culture, expand your business into digital, and become the kind of platform company that customers obsess over. Rossman also offers invaluable insights into the latest technologies, e-commerce marketing, online culture, and IoT disruptions that only an Amazon insider would know. If you want to compete and win in the digital era, you have to Think Like Amazon.

MEET YOUR GOALS—ON TIME AND ON BUDGET. How do you rein in the scope of your project when you've got a group of demanding stakeholders breathing down your neck? And map out a schedule everyone can stick to? And motivate team members who have competing demands on their time and attention? Whether you're managing your first project or just tired of improvising, this guide will give you the tools and confidence you need to define smart goals, meet them, and capture lessons learned so future projects go even more smoothly. The HBR Guide to Project Management will help you: Build a strong, focused team Break major objectives into manageable tasks Create a schedule that keeps all the moving parts under control Monitor progress toward your goals Manage stakeholders' expectations Wrap up your project and gauge its success

"I had the privilege of working closely with Marvin and McKinsey for many years. This book makes Marvin come to life and perpetuates him as a role model." -Peter F. Drucker "A wonderful book about a wonderful man. In many ways, Marvin's McKinsey framed the hypotheses in our own search for excellence—for example, passion for values, belief in people as the prime resource, and willingness to let people experiment. As well as I thought I knew Marvin, however, this remarkable book, drawing on the collective memories of those who worked most closely with him, taught me a ton about how extraordinary the man really was and what made him that way. Many have called Drucker the man who invented management; I think history will conclude that both he and Marvin Bower share that pedestal." -Bob Waterman, coauthor of *In Search of Excellence* "Marvin Bower became a legend, not just within McKinsey & Company, but within professional services and the business world more broadly. In everything he did and said, he embodied the professional approach and the importance of values. This book sheds remarkable insight on a remarkable man and on the power of constancy of purpose." -Ian Davis, Worldwide Managing Director, McKinsey & Co. "It is as Marvin would have wanted it—simple, honest, fact-based, wonderful stories with a long-term perspective. An insightful read about the father of management consulting." -Lois Juliber, retired COO, Colgate-Palmolive "This book provides fascinating insight into the early days of modern management consulting. It is an extremely enlightening look at the origin of one of America's most important professions and one of America's most innovative leaders." -Thomas H. Lee, founder, Chairman, and President, Thomas H. Lee Partners L.P.

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.

Growth unleashes benefits beyond the economic. It revitalizes organizations and invigorates the people in them, creating energy, a sense of purpose, and the glow of being on a winning team. Like the alchemy of old, it seeks to transform the everyday into the exalted by means that seem little short of magical. Yet growth is often elusive, achieved at unacceptable costs, or managed in fits and starts. Based on over three years of research and application at high-performing companies around the world, *The Alchemy of Growth* is a comprehensive, practical approach to initiating, achieving, and sustaining profitable growth—today and tomorrow. As the book shows, the secret is to manage business opportunities across three time horizons at once: extending and defending core businesses, building new businesses, and seeding options for the future. *The Alchemy of Growth* offers managers at all levels the tools and concepts for investing in the right initiatives, capabilities, and talent to propel their companies into the future.

Since the turn of the century, we have seen hopes of a new era of peace shattered by the 9/11 attack on the US. We have

witnessed the US become embroiled in a divisive and seemingly unwinnable war in Iraq.. We have looked on as new nuclear rivalries have sprung up with Iran and North Korea. We have also seen Europe struggle to define its place in the New World Order. And we have observed the balance of world focus shift towards China and India as they have continued their unprecedented economic rise. What is the significance of all of this? Are these random events or is there an underlying pattern? What is required of leaders and individuals to propel the world in a more positive direction? The Master Strategist provides the means to decipher these changes, offering unique insights into the issues and patterns that are defining the future, and pointing the way to strategies for a freer and more peaceful and prosperous world.

Future-proof your business today for stronger performance tomorrow The Stress Test Every Business Needs: A Capital Agenda for Confidently Facing Digital Disruption, Difficult Investors, Recessions and Geopolitical Threats provides a comprehensive approach to creating value and flexibility in an increasingly volatile business environment that presents both great risks and opportunities every day. The authors extend the banking “stress test” concept to a company’s Capital Agenda — how executives manage capital, execute transactions and apply corporate finance tools to strategic and operational decisions. Having a static Capital Agenda, however appropriate for your current market position, is not enough in today’s uncertain world. Long-term success comes from building resilience into each element and in the way those elements interact. The book uses a broader definition of business stress that includes traditional macroeconomic and geopolitical risks, as well as technological disruption, hostile takeovers and activist shareholders. Companies that make poor strategic decisions or underperform operationally will likely find themselves facing great stress. And that stress is symmetric; threats come from downside risks and from missed opportunities. The chapters address the how and why of essential issues such as: Formulating corporate strategy in a digital world Pre-empting activist shareholders Restoring distressed companies to operational and financial health Ensuring effective collaboration among strategy, finance and operations Getting the most out of your advisors Proactively managing intrinsic value Rigorously allocating capital across the enterprise Acquiring and divesting for optimum value Syncing financing decisions with business strategy and capital market conditions Incorporating tax planning throughout the Capital Agenda Liberating excess cash with leading working capital management practices Aligning strategic goals and metrics to reach your company’s full potential Companies that develop strategy and set operational priorities with a balanced Capital Agenda are best positioned to control their own destiny. The Stress Test Every Business Needs provides a roadmap to future-proof your business today for stronger performance tomorrow.

Based on a multiyear study of such firms as Apple, IKEA, and Vanguard, the authors warn against complexity as a strategy for business planning, advocating instead for a simple, repeatable model that provides for constant improvement.

Artificial Intelligence (AI) is redefining the nature and principles of general management. The technological revolution is reshaping industries, disrupting existing business models, making traditional companies obsolete and creating social change. In response, the role of the manager needs to urgently evolve and adjust. Companies need to rethink their purpose, strategy, organisational design and decision-making rules. Crucially they will also need to consider how to nurture and develop the business leaders of the future and develop new ways to interact with society on issues such as privacy and trust. Containing international insights from leading figures from the world of management and technology, this book addresses the big challenges facing organisations, including: · Decision-making · Corporate strategy · People management and leadership · Organisational design Taking a holistic approach, this collection of expert voices provides valuable insight into how firms will discover and commit to what makes them unique in this new big data world, empowering them to create and sustain competitive advantage.

Your Survival Guide to the Hades of Wall Street The Devil's Financial Dictionary skewers the plutocrats and bureaucrats who gave us exploding mortgages, freakish risks, and banks too big to fail. And it distills the complexities, absurdities, and pomposities of Wall Street into plain truths and aphorisms anyone can understand. An indispensable survival guide to the hostile wilderness of today's financial markets, The Devil's Financial Dictionary delivers practical insights with a scorpion's sting. It cuts through the fads and fakery of Wall Street and clears a safe path for investors between euphoria and despair. Staying out of financial purgatory has never been this fun.

Wall Street Journal bestseller | An indispensable guide to decision-making and risk-taking for anyone who finds themselves afraid of making a wrong choice in their career. This fresh, new approach comes from one of the most highly regarded and well-respected female tech executives in Silicon Valley, who made many wrong choices in her career, but learned how to turn those down moments into successes. Life is made up of a series of choices. What do you do if one of those choices turns out poorly, especially if it was carefully considered? How do you trust your instinctive decision-making skills and make the next right choice? How do you continue to take risks when, suddenly, your risks are not working out? Sukhinder Singh Cassidy is one of the most highly regarded and well-respected female tech executives in Silicon Valley, but she’ll be the first to admit that her path to success has been far from linear. She started three companies that have done exceedingly well, including theBoardlist (an organization designed to promote and place women onto corporate boards), and she just served as president of StubHub, which sold earlier this year for \$4 billion. But she’s also encountered plenty of poor choices, misfires, unexpected headwinds, and all other types of pitfalls that she had to learn how to confront, analyze, navigate, and incorporate into her new path forward. From her own experience, she knows that personal success does not come from making one singular “correct” or “big” decision. Rather, long-range success comes from tackling numerous choices that are aimed to optimize future possibilities. Singh Cassidy’s “seven myths of success,” as well as her advice on how to make FOMO into your friend, multiply your “bets” in life, and understand why you shouldn’t be blinded by “passion bias,” all provide an entirely new way to approach risk-taking and achieve lasting success.

Beat the odds with a bold strategy from McKinsey & Company “Every once in a while, a genuinely fresh approach to business strategy appears” – legendary business professor Richard Rumelt, UCLA McKinsey & Company’s newest, most definitive, and most irreverent book on strategy—which thousands of executives are already using—is a must-read for all C-suite executives looking to create winning corporate strategies. Strategy Beyond the Hockey Stick is spearheading an empirical revolution in the field of strategy. Based on an extensive analysis of the key factors that drove the long-term performance of thousands of global companies, the book offers a ground-breaking formula that enables you to objectively assess your strategy’s real odds of future success. “This book is fundamental. The principles laid out here, with compelling data, are a great way around the social pitfalls in strategy development.” — Frans Van Houten, CEO, Royal Philips N.V. The authors have discovered that over a 10-year period, just 1 in 12 companies manage to jump from the middle tier of corporate performance—where 60% of companies reside, making very little economic profit—to the top quintile where 90% of global economic profit is made. This movement does not happen by magic—it depends on your company’s current position, the trends it faces, and the big moves you make to give it the strongest chance of vaulting over the competition. This is not another strategy framework. Rather, Strategy Beyond the Hockey Stick shows, through empirical analysis and the experiences of dozens of companies that have successfully made multiple big moves, that to dramatically improve performance, you have to overcome incrementalism and corporate inertia. “A different kind of book—I couldn’t put it down. Inspiring new insights on the facts of what it takes to move a company’s performance, combined with practical advice on how to deal with real-life dynamics in management teams.” —Jane Fraser, CEO, Citigroup Latin America

In a world that's changing faster and more furiously than ever, the ability to shift focus is critical. Why is it that some organizations can continually evolve to meet the times and the marketplace, and others can't? How do some companies always seem to know the perfect season to shift gears, as well as the rights methods to implement when doing so, while others ruefully, and perhaps stubbornly, go down sinking when a simple shift would've saved everything?Shift Ahead taps into both success stories and cautionary tales from others who have

gone before in order to provide for readers a smart, calculated approach to knowing both: 1) when to change course and 2) how to pull it off. Packed with insightful interviews from leaders at HBO, Adobe, BlackBerry, National Geographic, Microsoft, Kodak, and elsewhere, this must-have resource explains how to

- Spot warning signs that it's time for a reinvention
- Overcome obstacles standing in the way of your company's future goals
- Maintain authenticity when shifting gears
- Execute changes seamlessly, no matter how bold they are

Today more than at any other time before, knowing when to shift, and how to do so successfully, is the key to remaining competitive. But with *Shift Ahead*, this difficult yet imperative maneuver will become the key to your company's long-term success!

Solving complex problems and selling their solutions is critical for personal and organizational success. For most of us, however, it doesn't come naturally and we haven't been taught how to do it well. Research shows a host of pitfalls trips us up when we try: We're quick to believe we understand a situation and jump to a flawed solution. We seek to confirm our hypotheses and ignore conflicting evidence. We view challenges incompletely through the frameworks we know instead of with a fresh pair of eyes. And when we communicate our recommendations, we forget our reasoning isn't obvious to our audience. How can we do it better? In *Cracked It!*, seasoned strategy professors and consultants Bernard Garrette, Corey Phelps and Olivier Sibony present a rigorous and practical four-step approach to overcome these pitfalls. Building on tried-and-tested (but rarely revealed) methods of top strategy consultants, research in cognitive psychology, and the latest advances in design thinking, they provide a step-by-step process and toolkit that will help readers tackle any challenging business problem. Using compelling stories and detailed case examples, the authors guide readers through each step in the process: from how to state, structure and then solve problems to how to sell the solutions. Written in an engaging style by a trio of experts with decades of experience researching, teaching and consulting on complex business problems, this book will be an indispensable manual for anyone interested in creating value by helping their organizations crack the problems that matter most.

An accessible guide to the essential issues of corporate finance While you can find numerous books focused on the topic of corporate finance, few offer the type of information managers need to help them make important decisions day in and day out. *Value* explores the core of corporate finance without getting bogged down in numbers and is intended to give managers an accessible guide to both the foundations and applications of corporate finance. Filled with in-depth insights from experts at McKinsey & Company, this reliable resource takes a much more qualitative approach to what the authors consider a lost art. Discusses the four foundational principles of corporate finance Effectively applies the theory of value creation to our economy Examines ways to maintain and grow value through mergers, acquisitions, and portfolio management Addresses how to ensure your company has the right governance, performance measurement, and internal discussions to encourage value-creating decisions A perfect companion to the Fifth Edition of *Valuation*, this book will put the various issues associated with corporate finance in perspective.

Double your odds of leading successful, sustainable change Leaders aren't short on access to change management advice, but the jury has long been out as to which approach is the best one to follow. With the publication of *Beyond Performance 2.0*, the verdict is well and truly in. By applying the approach detailed by authors, Scott Keller and Bill Schaninger, the evidence shows that leaders can more than double their odds of success—from thirty percent to almost eighty. Whereas the first edition of *Beyond Performance* introduced the authors' "Five Frames of Performance and Health" approach to change management, the fully revised and updated *Beyond Performance 2.0* has been transformed into a truly practical "how to" guide for leaders. Every aspect of how to lead change at scale is covered in a step-by-step manner, always accompanied by practical tools and real-life examples. Keller and Schaninger's work is distinguished in many ways, one of which is the rigor behind the recommendations. The underpinning research is the most comprehensive of its kind—based on over 5 million data points drawn from 2,000 companies globally over a 15-year period. This data is overlaid with the authors' combined more than 40 years of experience in helping companies successfully achieve large-scale change. As senior partners in McKinsey & Company, consistently named the world's most prestigious management consulting firm, Keller and Schaninger also draw on the shared experience of their colleagues from offices in over 60 countries with unrivaled access to CEOs and senior teams. *Beyond Performance 2.0* also dares to go against the grain—eschewing the notion of copying best practices and instead guiding leaders to make choices specific to their unique context and organization. It does this with meticulously balance of focus on short- and long-term considerations, and on fully addressing the hard technical and oft cultural elements of making change happen. Further, the approach doesn't just focus on delivering change; it builds an organization's muscle to continuously change, making it healthier so that it can act with increased speed and agility to stay perpetually ahead of its competition. Leaders looking for a proven approach to leading large-scale change from a trusted source have found what they are looking for in *Beyond Performance 2.0*.

Less than 0.5 per cent of all data is currently analysed and used. However, business leaders and managers cannot afford to be unconcerned or sceptical about data. Data is revolutionizing the way we work and it is the companies that view data as a strategic asset that will survive and thrive. Bernard Marr's *Data Strategy* is a must-have guide to creating a robust data strategy. Explaining how to identify your strategic data needs, what methods to use to collect the data and, most importantly, how to translate your data into organizational insights for improved business decision-making and performance, this is essential reading for anyone aiming to leverage the value of their business data and gain competitive advantage. Packed with case studies and real-world examples, advice on how to build data competencies in an organization and crucial coverage of how to ensure your data doesn't become a liability, *Data Strategy* will equip any organization with the tools and strategies it needs to profit from big data, analytics and the Internet of Things.

Takes an aggressive approach giving managers at all levels the competitive edge they need for business survival and market dominance, including advice on predicting the market, offensive and defensive market strategies, investing, and increasing program effectiveness

"The best sales book of the year" — *strategy+business* magazine That gap between your company's sales efforts and strategy? It's real—and a huge vulnerability. Addressing that gap, actionably and with attention to relevant research, is the focus of this book. In *Aligning Strategy and Sales*, Harvard Business School professor Frank Cespedes equips you to link your go-to-market initiatives with strategic goals. Cespedes offers a road map to articulate strategy in ways that

people in the field can understand and that will fuel the behaviors required for profitable growth. Without that alignment, leaders will press for better execution when they need a better strategy, or change strategic direction with great cost and turmoil when they should focus on the basics of sales execution. With thoughtful, clear, and engaging examples, *Aligning Strategy and Sales* provides a framework for diagnosing and managing the core levers available for effective selling in any organization. It will give you the know-how and tools to move from ideas to action and build a sales effort linked to your firm's unique goals, not a generic selling formula. Cespedes shows how sales efforts affect all elements of value creation in a business, whether you're a start-up seeking to scale or an established firm looking to jump-start new growth. The book provides key insights to optimize your firm's customer management activities and so improve selling and strategy.

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