

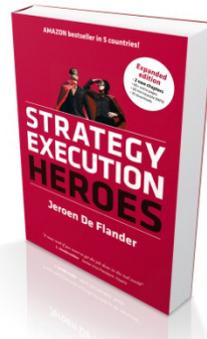
It's all about Strategy Execution

7

Inspirational leadership stories

Michael Smith, VP Group Strategy and Planning, **Coca-Cola** North America
Shane Dempsey, VP HR and Communications Europe, **Novo Nordisk**
Douglas Johnson-Poensgen, VP Business Development, **BT**
Alan Maxwell, VP Human Resources, **Lockheed Martin**
Jean-Francois Van Kerckhove, VP Corporate Strategy, **eBay**
Hervé Borensztejn, SVP Human Resources, **EADS**
Abdullah Al Nuaimi, Director General & Toufic Allaf, **BSC Champion, ADWEA**

Free audio tape
from *Next
Generation
Strategy event*
included



Portions of this e-book appear in *Strategy Execution Heroes – expanded edition*,
the Amazon bestseller from Jeroen De Flander.

This book is all about tips and tricks to get things done
G. Mestrallet | CEO | GDF SUEZ

A must read if you want to get the job done in the real world
L. Vandervelden | Senior Vice President | Toyota

Provides practical everyday recipes
Bruno Lanvin | Executive Director | INSEAD

Feel free to post this e-book on your blog or email it to whomever you believe would benefit from reading it.

THANK YOU

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Introduction

7 inspirational leadership stories

“Strategy Execution is all about realising the full potential of your strategy – and not limiting yourself to only 50, 60 or 70 percent”

Imagine you run a removals company. And every day, of the 100 boxes you move for your customers, you lose 60 of them. How long do you think you would stay in business? Or imagine you are a tennis player. And every match you play, you hit every other ball into the net. How many matches do you think you would win?

According to research published in The Harvard Business Review, “Companies realise only 40-to-60 percent of their strategies potential value. The rest is lost on the way or never makes it over the net.

The numbers don’t look great – and over the last ten years many companies have started to realise that it takes much more than a great strategy to be number one in their industry. You need to turn that great strategy into great performance.

That’s where Strategy Execution comes in. It bridges the gap between brilliant strategies and superior performance. Led by Balanced Scorecard inventors Kaplan and Norton and best-selling authors Bossidy and Charan, Strategy Execution has become a fast-growing bleep on the radar screens of top executives.

But simply appearing on that radar is not enough to make it happen. Each company, large or small, needs to master crucial Strategy Execution skills.



Introduction

**“However beautiful
the strategie, you
should occasionally
look at the results”**

– Sir Winston Churchill –

So Strategy Execution is no longer the black hole that drains performance. Organisations today are aware of the performance lost through bad Strategy Execution. But in order to take the next step – to close that gap – organisations need more. Knowing that your organisation loses between 40 and 60 percent of its strategic potential on the execution highway between the city Strategy and the city Performance is an interesting fact but does not really help solve your problem.

Strategy Execution or performance management is a complex process. In fact, it's a mix of several processes – and the ideal process picture is different for each organisation. But even with a different mix, each best-in-class performance management process should include some basic building blocks. Luckily, many of them are readily available within most organisations.

What is often lacking however, is the right skills to integrate and align all of these different building blocks. In this book, 6 senior executives will tell you how they deal with this challenge.

Enjoy the read!

Jeroen De Flander
Author and director *the performance factory*

A handwritten signature in black ink that reads "Jeroen De Flander". The signature is written in a cursive, flowing style. The name "Jeroen" is on the first line, "De" is on the second line, and "Flander" is on the third line. There is a horizontal line under the "Flander" part of the signature.

The realism from Michael Smith, Coca-Cola:

“Be honest about your ability to build capabilities”

The strategy timeline

A senior team has many challenges but one of the most important is to agree on the time window when discussing strategy and its execution. You want all members to discuss these important topics with the same time frame (window) in mind. This is crucial as each time horizon has its specific challenges. Let me explain about the three strategy windows I see and give you some examples of the differences between them.

▪ One-year outlook

This time frame demands a leadership team to be focusing very much on the execution of the strategy. The team should have a shared picture of what success looks like for the different business areas (brands, channels, consumers, customers ...).

And it needs to be a detailed view as the one-year time frame needs to be concrete with regards to the execution of the strategy. Don't be satisfied with the perception that everyone is aligned, you need to be 100 percent sure. In my experience, a good way to achieve this crucial alignment is to define common execution metrics to monitor success. When you have a shared picture of what success looks like, and agreed upon metrics to monitor the progress towards this goal, your team is in an excellent position to make choices and achieve its objectives.

When things are not going as planned, this common view of success and its metrics will help the executive team to evaluate if problems are related either to the quality of the strategy or to its execution. And it will make a huge difference for an organisation if the leadership decides to change the strategy versus a modification of the execution of the existing one.

“I find it very important that a candidate for a senior strategy position has had a fair amount of Strategy Execution experience.”

▪ Three-year outlook

The second time horizon is the three-year outlook. The leadership agenda will be different. It will be not so much focused on a clear short-term view of success but on building core capabilities to sustainably capture growth. It's about, or should be about, identifying those capabilities – such as the right consumer-driven portfolio, customer marketing or other go-to-market business models – you need to develop as a system to maintain/develop your competitive advantage.

I'm a strong believer in having this discussion within this three-year time frame as it takes time for an organisation to further develop an existing capability or develop a new one. So start well ahead and avoid having these crucial capability discussions when you only have one year to master them. In most cases, in my view, that would not be realistic.

The key three-year Strategy Execution question is: 'What does it take to extract value in identified (the identification is done in your long-term plan) profit areas?'. In other words, 'What are the capabilities I need to develop in the coming two-to-three years to realise my long-term vision in a sustainable way?'. And the answer will be to either further develop one or more existing capabilities or start developing new ones.

And again you need to define and agree on metrics to measure your progress. These metrics need to help you decide – when needed – whether to continue to build certain capabilities or shift to others. There is no point in building capabilities for a strategy that is no longer valid.

▪ Five-year outlook

The third and final time horizon that merits a specific discussion is the long-term outlook. The time frame will vary from industry to industry. Five years in the consumer industry is an eternity for example, whereas in the car industry it would be a mid-term horizon.

But no matter what the industry, it's important to have a separate agenda and a moment with the leadership team to talk about these long-term aspirations.

These discussions will fuel the capability discussions and help to screen crucial investment decisions. The long-term is a yardstick for everything else that happens in the organisation and crucial for long-term success.

“The long-term is a yardstick for everything else that happens in the organisation and crucial for long-term success”

“If your strategy was called a horse, many organisations will end up with a zebra after cascading it to the troops.”

Steer the frontline

Make sure you are able to take a complex strategy and turn it into three-to-five priorities for the frontline. Not everything can be important. And it's your job to take a decision and guide the people in the field.

Develop a sixth sense

Superior results demand a great strategy and great execution. Make sure you develop both skills. But maybe even more importantly, develop a sixth sense to know when your strategy is good enough to move to execution.

Learn to allocate the problem

When a problem arises, you need to be able to evaluate if the problem is related to a bad strategy or a bad execution. I see quite a lot of managers changing their strategy too quickly when things are not working out as they had planned. After a closer look, the strategy is often okay but the quality of its execution isn't. So make sure you are able to allocate issues and don't kill your strategy too quickly.

Be honest about your ability to build capabilities

As I mentioned before, it takes time to develop or build new capabilities. History shows that you don't build capabilities overnight. It takes time before a specific capability becomes a competitive advantage.

Based on my experience, managers are also too optimistic and try to combine capability building and execution too much in the same time frame. You need to ask yourself “What can I really expect from my organisation.”

The management insight from Shane Dempsey, Novo Nordisk: “Learn to step over your ego”

Create buy-in for the strategy

An executive team needs to get everyone on board in order to be successful at Strategy Execution. You don't need 100 percent of your organisation enthused about your strategy or ambition – it's not as black and white as this. If you don't have the majority of the organisation behind the overall ambition however, execution becomes a far bigger challenge. To help achieve this, you need driving agents in critical points within the organisation who are aligned with the message.

What are the competencies you need?

Senior managers are often great at translating strategy into financials – the profit and loss side of the business – and capturing predictions into budget cycles and rolling forecasts, but tend to forget to build a sound human strategy. More specifically, what are the short-term execution capabilities we need and what are the long-term competences we have to develop as an organisation in order to win the competitive battle? You cannot fire everyone and re-hire every time you adjust your strategy. You need a professional, long-term road map to transform the workforce. A professional workforce plan stabilises your organisation. And the faster the execution needs to happen, the more important the planning side of the human transformation becomes. Most senior managers will acknowledge what I just said, but few of us truly know how to develop such professional workforce planning, or understand how it needs to fit with the other execution elements. Having a strong HR partner who is knowledgeable about workforce planning and its crucial role in Strategy Execution, is only part of the solution.

It's all about Strategie Execution!

Workforce planning

Build workforce planning into your annual budgeting process. This will ensure a closed loop between your strategy, financials and human resources. And, as this is a recurring process involving all managers, it will ensure that the human element in Strategy Execution isn't forgotten. But remember: make the connection non-intrusive. The processes need to fit together and reinforce each other.

Learn to listen

Everyone has beliefs, opinions and ideas. As a manager, it's your job to collect all of them and mold them, together with the team, into a shared belief. This only works when you are able to pick up what's going on in the heads of others. And in order to do so, they need to explain their thoughts and you need to capture them and do something with them. It will also require you to step over your ego since it is so much easier to say "I'm the boss and this is how we are going to do things from today" rather than to listen to others.

Coach and be coached

Coaching is the single most important element for managing a team. Solid coaching skills help you to provide the team, and each individual, with the necessary feedback to boost performance. Unfortunately, many managers don't understand what coaching is all about. You need to invest time and effort to make it your own and develop a style that fits your personality. Make sure you find yourself a coach as well. I'm a big fan of external coaches who can bring an outside perspective into an organisation.

**“I am the boss and
this is how we are
going to do things
from today is
easy to say.”**

Initiative management is a challenge

Strategic initiatives are not part of daily work and often don't show up in the evaluation at the end of the year. So getting the staffing right for those initiatives is a major challenge for the executive team.

In my experience, to solve the problem, companies should optimise the following four elements:

1. The organisation needs to show all employees the big picture – the link between each project and the future success of the organisation.
2. A company should challenge each new initiative in a pragmatic, consistent way. It's easy to launch new projects that add some value, but resources are scarce so there needs to be a focus on those projects that bring the most value to the organisation.
3. Employees need to be convinced that the organisation has a solid process in place to weed out the projects that add limited value and leave only the key ones remaining. This is done by open communication and showing consistently that only those projects that make a big difference to the realisation of the strategy come through and others are killed.
4. The final, but maybe most important element, is to implement a solid and fair process to reward and recognise the contribution of individuals to these key projects.

“A company should challenge each new initiative.”

The solid approach from Douglas Johnson-Poensgen, BT:

“Don’t play Monopoly”

Start with a solid strategy

The biggest execution problem is actually a strategy problem. Great execution can only be built on a great strategy. Without a great strategy, there will be never a great execution. You need to make certain that the starting point is okay. This requires making quite a few tough choices. One typical error is to get going without having made these crucial decisions in the hope that they will get clearer down the road during implementation. But they never do. And by that point, it will be too late.

Avoid complex financial transfer mechanisms

There are quite a few organisations that have their own currency, just like in Monopoly. But unlike the game, the complex financial transfer mechanisms demand an army of accountants to track the internal financial streams.

And while these financial streams can have a positive impact on the sense of ownership, transfer mechanisms are often a heavy burden for the organisation. The issues – extra work and turf wars – quickly outweigh the benefits. I would advise on keeping the internal trading to a minimum, especially below the business unit level.

Kill perverse incentive systems

In order to implement your strategy, you want your people to behave in a certain way. It’s crucial that your incentive systems reinforce the good behaviour and punish the bad ones, and not vice versa. Let me give you an example. If you want to excel in customer service, you don’t want to reward your sales people on revenues alone, as they will be tempted to undersell and accept whatever the customer wants.

Be like FedEx: 'No matter how hard the challenge, we make sure we deliver.'

Build thinking and action skills

Don't stick to one silo on your way to the top. Make sure you regularly shift between 'strategy'-oriented jobs – like strategic planner and 'execution'-driven functions – such as sales or operations. You will never gain those valuable 'crossover' insights if you stick to one lane.

Get external input

The world doesn't stop at your company door. Make sure you keep a broad scope by finding out what other companies are doing, collecting best practices, following industry leaders' current thinking and reading books.

Make a difference

Be like FedEx: 'No matter how hard the challenge, we make sure we deliver'. Become known as a manager who makes things happen and delivers against his/her promises. Start building your execution reputation early in your career. Too many managers lose precious time working on their 'talking' skills but forget the delivery part. While this might work in the short run, it is deadly in the long-term. termijn.

The clear direction from Alan Maxwell, Lockheed Martin:

“Execution is the long march towards the big dream”

A crucial role for leaders

Strategy Execution is the key to almost everything in an organisation. It should therefore get all the attention it deserves. I often simplify the execution challenge as the balance between ‘the big dream’ on the one hand and the ‘tenacity to get it executed’ on the other hand. Execution is nothing more than the long march towards the big dream. And the crucial role for the leaders in the organisations is to:

- Motivate everyone to keep going.
- Align everyone to walk at the same pace so that no one is left behind or is too much in front.
- Walk closely together and create interaction.
- Don’t lose things on the way.
- And last, but not least, to have the strength to relentlessly say no when arriving at a promising looking side road.

Learn to influence without the hierarchical advantage.

Organisational structures are much less hierarchical than they used to be. And as executing strategy doesn’t stop at the border of a department or division, getting things done without the leverage of being the boss becomes more difficult. The fear factor – seen in someone who will do something because they fear their job or bonus – disappears. Therefore, it is important that a leader possesses strong soft skills and is able to get people onboard without needing to use a whip. So a young manager needs to learn how to get things done from people that don’t report to them. And this demands a much more sophisticated set of soft skills. Start building them today.

“On one side, there is the person who throws the ball, while, on the other side, there is the one who needs to catch it. All too often, the first player is ready to throw the second ball without first knowing if the receiver has caught the first one. “

Your strategy story - 8 communication tips

1. A strategy story needs a compelling business case that creates enthusiasm and inspires people.
2. A strategy story needs to be simple and with a high repeatability factor. Employees need to be able to pick it up easily and be able to repeat the story vividly at the kitchen table to their families.
3. People need to be able to relate to a strategy story. Great strategy stories make it easy for employees to fit in.
4. Keep your strategy story consistent. Stick to your message and make sure other do too. By the time you have possibly got bored of telling the same story over and over again, you will have probably reached only 10 percent of your target population. So keep repeating the same message.
5. Make your financial drivers and levers transparent.
6. Invest heavily in awareness creation. And by this, I am not so much talking about money, but about time investment from senior management. A mere fly-by – where the executive just shows up and leaves after five minutes – won't do the trick. S/he needs to land and actually get out of the plane.
7. The top executives should be the communication role models. They have to set the example.
8. An organisation should constantly invest in building great communication skills. This includes looking for best practices inside and outside of the organisation, providing the right training and putting tools in place.

“Learn to recognise talent.”

Shift from expert to influencer

Be aware that your agenda will look quite different at a senior level. Your focus will shift from ‘doing the work and being recognised as the expert’ to coaching others and getting things done in the best possible way. This not only demands a new skill set that includes coaching and teaching, but also a mind shift. And the latter can be more difficult to achieve than one might think as most people like their expert recognition and find it difficult to give up.

Surround yourself with the best

As your role shifts from ‘expert/doer’ to ‘influencer/coach/teacher’, you will need to surround yourself with the right people. Learn to recognise talent and practise putting those people in the limelight. Remember: you will be successful when they are successful.

Build active listening skills

It's not what you say that is the most important, but what you hear. But it seems that quite a few young managers forget this crucial management rule and spend most of their time talking and ignoring the listening part. By acting this way, they lose out on two crucial Strategy Execution success factors: collecting valuable feedback and increasing buy-in. So make sure you build your active listening skills as a key strength and be sure to apply them all the time.

The communication approach from Jean-Francois Van Kerckhove, eBay: “Employees to understand the What and the Why”

The 3 pillars

I believe that there are three core prerequisites for successful strategy execution. Without these prerequisites being in place, execution is compromised from the start. Unfortunately they are often taken for granted, when they shouldn't be. The three prerequisites are:

#1. Have a clear strategy

It is critical to have executive alignment behind the strategic imperatives, the execution North star. But it also critical to have alignment and shared awareness about the main foundations of the strategy. At the executive level, do we share aspirations and explicit goals? Is our strategy based on explicit and a shared awareness of our beliefs regarding the external environment and our internal capabilities? Do we agree on values and what the best management philosophy is to run the business? Without clear alignment on these key elements, a company may exhibit schizophrenic behaviours when it comes to executing.

#2. Empower teams to successfully execute on the strategy

To set up an organization and its employees for success it is important for employees to understand and as much as possible shape the “what” of the strategy, to understand the “why” behind the strategy, be given the power and freedom to decide on and successfully execute on the “how” of the strategy execution. Communication, involvement and empowerment are critical and can't be underestimated. These are critical building blocks to unlocking passion and higher performance. At the same, empowerment only goes as far in the absence of the necessary talent.

Maintaining an objective perspective on talent needs and ensuring that the right talent is deployed is a condition sine qua none.

#3. Foster a culture and systems that root out status quo or non-execution

The flip side of effective strategic execution is non-execution or irrelevant execution. Some specific actions can be taken to mitigate the risk of non-execution by removing or preventing systems and cultural barriers.

From a systems point of view its important to prevent dilution of effort, remove organizational frictions, and have warning systems in place to act rapidly in case of poor or non performance. Specific solves could include:

- focus on specific, measurable priorities with a tie back to corporate level objectives,
- clear lines of responsibilities,
- organize as much as possible around small, agile, accountable and empowered teams while minimizing dependencies
- establish clear monitoring processes to maintain accountability and visibility
- enable fluid allocation of resources.

From a cultural point of view, it is important to encourage team empowerment and accountability in a context of collaboration and openness. This should be reflected in the corporate values, role modelled tops down and reinforced through compensation and performance evaluation systems.

“The flip side of effective strategic execution is non-execution or irrelevant execution. “

De project approach from Hervé Borensztein, EADS:

“Programme management should be part of the DNA”

Find a balance

The first and probably the biggest challenge, especially in an economical downturn, is to balance the short-term pressure with the long-term ambition. Or in other words: managing different timescales. Don't forget that when companies in certain industries take a decision, they are stuck with the consequences for the next 10-to-20 years.

And senior executives don't only face this challenge for themselves. They also have to help managers across the entire organisation to balance short-term pressure with the long-term ambition. The support should, in my view, include at least the following three elements:

1. Make the timing contradiction visible in the organisation. Be explicit about the challenge. This awareness will help managers to take a short- and long-term perspective the next time they have to take a difficult decision. It helps to integrate the timing challenge into their decision-making process. It doesn't take away the tension, but improves the quality and balance of decisions between short- and long-term priorities.
2. Make sure that divisions, departments and individuals have both short- and long-term objectives.
3. Reward long-term performance. Don't just offer stock options or shares as a reward. Link long-term reward with clear, long-term threshold objectives.

“Let the good people know that the programme manager’s role within the organisation is a key function. “

What’s your DNA?

Programme management should be part of the DNA of any organisation taking the implementation of their strategy seriously. But as with other competences, it doesn’t happen overnight. You need to invest in the long-term. Here are some tips to help you get there:

- Develop a long-term plan to get the right quality and quantity of programme managers for the next 10-to-15 years.
- Rotate people between a regular job and a programme assignment.
- Set up the role of the programme manager as a fully fledged career path within the organisation.
- Build communities of practices.
- Rotate your programme managers between different types of projects to boost learning.
- Use a mentoring programme whereby senior programme managers guide the juniors and help them to develop.
- Create an attractiveness wave to let the good people know that the programme manager’s role within the organisation is a key function.

One page

The current IT systems allows for the automation of almost everything. But this removes the need to streamline a process, often resulting in unnecessary complex activities. A company should not forget to make the performance management process as simple as possible. You should be able to explain it on one sheet of paper.

Abdullah Al Nuaimi, Director General and Toufic Allaf, BSC Champion, ADWEA

“Having the right people is crucial for success”

Start with the right crew

Without the right project team to drive the whole process, it is not going to work. And right is not so much defined by skills as those can be developed or bought along the way – but by the synergy and chemistry between the team members. To avoid surprises, make sure that some have a good track record of working together. It goes without saying that each member needs to be a strong believer in the added value of Strategy Execution and convinced that the project is the right way forward for the organisation.

Get the top team onboard

Without support from senior management, Strategy Execution becomes an uphill battle for the project team. So the first challenge is to secure the buy-in of senior management. How do you do this? By demonstrating some quick-win results and long-term benefits. Having the senior leaders onboard will facilitate the whole process and secure the right resources at the right time. The resource commitment is important. It's easy to say “Yes, we support the execution approach’ but it is more difficult to realign the budget and provide the necessary resources to make it work. Their support is also crucial in ensuring that all units comply with the starting point, the corporate strategy. Transformational initiatives only work with commitment from the level above the silos. Without it, life for the execution team that is responsible for driving and monitoring these actions becomes very tough, if not impossible.

It's all about Strategie Execution!

Get middle management onboard

They play a key role in execution and you need their support. But they are busy doing their day-to-day work and don't want any new tasks added to their already heavy workload. So you need to cut through the 'workload' dilemma and get them on your side as they are often the crucial drivers of strategic initiatives. A good way to do this is by allocating the resources you secured from top management in an intelligent way.

Get all employees onboard

Execution means everybody: people tend to think that Strategy Execution is the responsibility of the Strategy and Performance Department, but that is a mistake. It's the same as saying that quality is owned by the quality manager or people management by HR. So it's crucial to get everyone onboard. One crucial step to winning them over is to achieve a cultural shift, more specifically to create transparency. Strategy Execution needs close monitoring and people don't like to be monitored. The only way to avoid that conflict and gain their trust is to be very transparent. As long as they feel that Strategy Execution is like Big Brother watching them, they will not commit. So be transparent and take the time to communicate: explain why a solid Strategy Execution (including measuring) is important for the company and how this can also benefit their performance.

Free audio recording



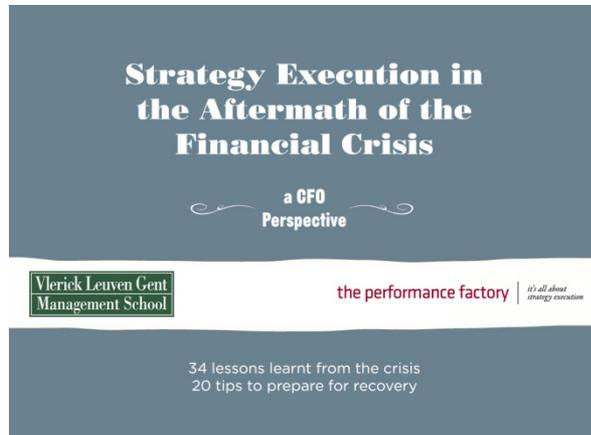
Next Generation Strategy Event

On the second day of the Next Generation Strategy Event, Jeroen De Flander shared the stage with Prof dr. Michael Porter, the godfather of strategy to debate with 600 executives the future of strategy and strategy execution.

Strategy Execution Heroes – expanded edition includes a 60-minute audio tape covers the key message from De Flander's intervention.

In this ebook, you can listen to [the first 8 minutes from the session](#), and the [matching slides](#) for the whole session.

Free download



Strategy Execution in the Aftermath of the Financial Crisis

The Performance Management Research Platform from Vlerick Leuven Gent Management School and *the performance factory* joined forces to investigate Strategy Execution in the Aftermath of the Financial Crisis from a CFO perspective.

Not every company will survive the crisis. But most will. And the future success of these companies will be influenced by the decisions and actions taken during the crisis. Those who haven't prepared may survive the recession only to find themselves overtaken by their competitors as the economy gets back to normal.

Take a look at these figures from an article in the Harvard Management Update (Baveja, Ellis, Rigby -March 2008). A recent study of more than 700 companies over a six-year period found that *"twice as many companies made the leap from laggards to leaders during the last recession (90-91) as during surrounding periods of economic calm"*.

And most of these changes lasted long after the recession was over. A clear indication that what you do during the crisis determines your position when it's over. Or, just surviving the crisis isn't enough, companies must take advantage of the situation to strengthen their position. As Machiavelli said more than 500 years ago, "Never waste the opportunities in a crisis".

So the point is: you need to start -right now! -to prepare for recovery. This document will provide you with practical advice to get it done.

Jeroen De Flander - the author



Jeroen De Flander is a seasoned international strategy execution expert, top executive coach, seminar leader and highly regarded keynote speaker.

Jeroen has helped more than 19,500 managers in 24 countries master the necessary execution skills. His book, *Strategy Execution Heroes*, reached the Amazon bestseller list in 5 countries. The Dutch version was nominated for Management Book of the Year 2011.

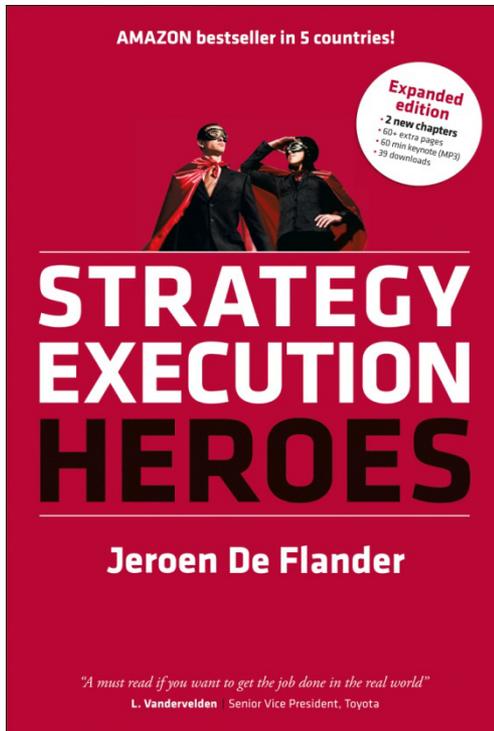
Jeroen is co-founder of the performance factory – a leading research, training and advisory firm which is solely focused on helping individuals and organisations increase performance through best-in-class strategy execution.

For several years, he was the responsible manager worldwide of the Balanced Scorecard product line for Arthur D. Little – a leading strategy consulting firm.

The 50+ companies he has advised on various strategy and strategy execution topics include Atos Worldline, AXA, Base, Bridgestone, CEMEX, GDFSuez, Honda, ING, Johnson & Johnson, Komatsu, Sony and the Flemish and Belgian governments.

Visit the blog: www.jeroen-de-flander.com or follow Jeroen on Twitter @jeroendeflander

Strategy Execution Heroes - expanded edition



Strategy Execution Heroes is a refreshingly different approach to strategy implementation. In an extremely pragmatic and actionable way, it puts managers and their individual role in the centre of the execution pathway rather than the organisation and its systems. Well worth reading!

Michel HOFLAND | Finance Director | L'Oreal

Organisations have become very aware that much great strategy is lost before it's turned into performance, mainly as a result of poor execution skills. This book is a significant step to addressing that gap: it takes strategy to the manager level, providing practical everyday recipes to make sure that the 'big picture' does not remain a boardroom abstraction.

Bruno Lanvin | Executive Director | eLab | INSEAD

Strategy is a fascinating field, but time and again we see brilliant strategies fall down due to poor execution. Strategy Execution Heroes really hits the spot by showing what can be done to drive successful execution. I highly recommend this book to strategists and business leaders striving for maximum impact.

Bart Sweerman | Managing Director | Internet Business Solutions | Cisco

Feel free to post this e-book on your blog or email it to whomever you believe would benefit from reading it!

THANK YOU

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