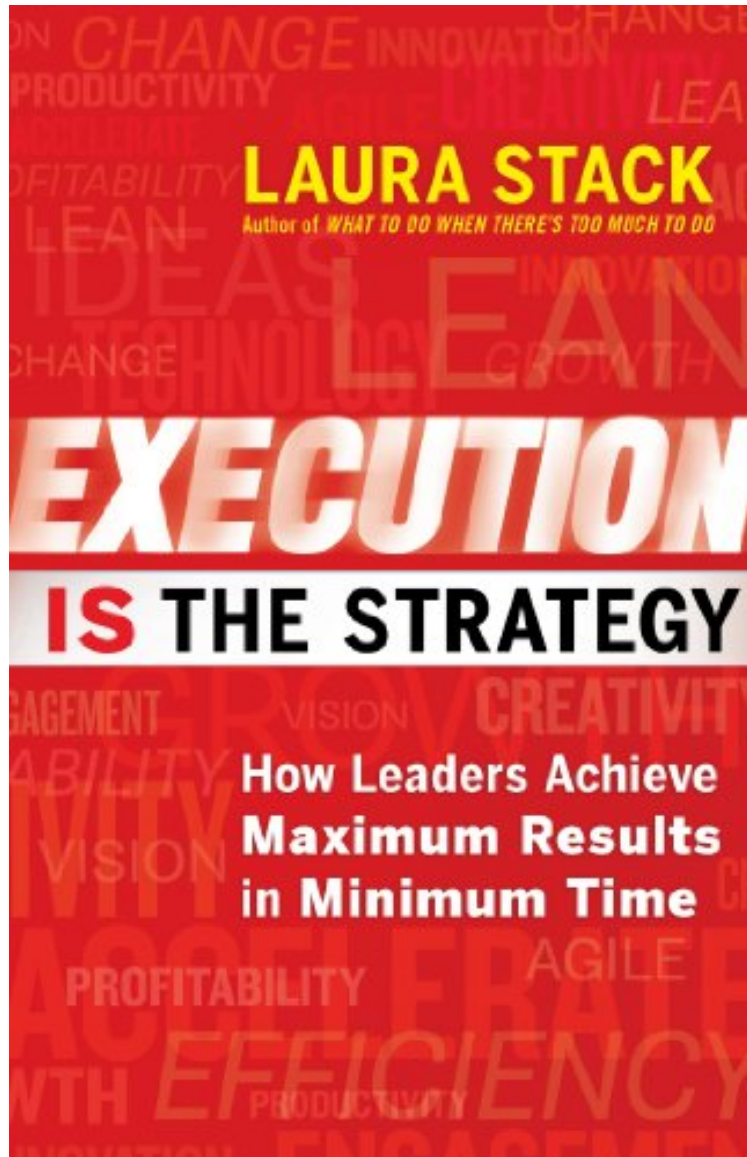


(Download) Execution IS the Strategy: How Leaders Achieve Maximum Results in Minimum Time

Execution IS the Strategy: How Leaders Achieve Maximum Results in Minimum Time

Laura Stack

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Laura Stack : Execution IS the Strategy: How Leaders Achieve Maximum Results in Minimum Time before purchasing it in order to gauge whether or not it would be worth my time, and all praised Execution IS the Strategy: How Leaders Achieve Maximum Results in Minimum Time:

1 of 1 people found the following review helpful. rdquo; because like a fat smokerBy Ian MannIn 1990, Jeffrey Pfeffer wrote a seminal book with the intriguing title of ldquo;The Knowing-Doing Gap.rdquo; The question he addressed

was why so much knowing leads to so little doing in so many large corporations. The book goes on to describe what successful companies do that is different. In 2005, David Maister dealt with the same problem as it relates to strategy in professional services firms. His book was titled, "Strategy and the Fat Smoker," because like a fat smoker, the partners know what they have to do, they even know how to do it, they also understand why they should do it. Like the fat smoker (in whose ranks Maister fitted,) the partners simply do not do it. In my work as a business strategist, the most serious challenge I encounter, with regularity, is the lack of action on the strategy. I am always looking for angles and techniques, which is why I bring this accessible book to your attention. Laura Stack's book is particularly relevant to small and medium size enterprises (SMEs,) that are struggling to implement their strategy. This book is necessary because there are few lessons that SMEs can learn from well-run, large corporations. Their issues are very different and so are their solutions. In her work over 20 years, Ms. Stack has identified four factors or keys that are mission critical to the execution of the strategy. The leader's task is to ensure that these four factors are in place. Without them, success is not possible. The book contains a number of tools as well as references to Ms. Stack's website for additional material. The "Execution Quotient Assessment" is in the book and is a good place to start. It provides a view on how well you execute, and perhaps more importantly, a stimulus to taking the book seriously. The four keys form the acronym L-E-A-D: Leverage, environment, alignment, and drive. A leader alone can achieve very little, which is why we have staff. Having the right people in the right places in the company provides an opportunity to leverage so much more. A lever over a fulcrum vastly increases a person's ability to lift what is on the other end of the lever. The leader applies the pressure, the staff form the lever, and the fulcrum is the enabling technologies and work tools. If you do not have the right people in place, the first action required is to get the right people in place. One cannot run an A-grade operation with B-grade people. You cannot move the strategy without the right lever. The "Environment" refers to the organization's atmosphere, practices, and culture. There are cultures that make it very easy for people to perform and others that are unpleasant and drain commitment and energy. Staff will not work hard to support the strategy if they feel mistreated or misunderstood. If this pertains in your company, you have a cultural and engagement issue. This needs attention, because even the best strategy will never succeed in a poor environment. "Alignment" in the LEAD model refers to the daily activities of staff. Are the tasks they are asked to accomplish going to promote the strategy or are they a distraction from it. Pursuing what does not promote the strategy is either a waste of professional time or a waste of the company's money. If this is a problem in your organization, you have either a communication problem or a productivity problem to attend to. Finally, the D in LEAD refers to the organization's leaders, teams, and employees' ability to act quickly. If the first three factors are in place and things are not happening fast enough, you have a speed or agility issue that requires attention. LEAD is a very useful way of looking at your business issues. The bulk of the book is a set of good practices to address each of these areas. There is little that is novel among these prescriptions, but that does not detract from their value. The obvious benefit is that you have them all in one place. The power lies in the clarity you will have as to where the blockages lie that are stopping executing on your strategy. Stack makes some serious errors in her understanding of contemporary strategy. She does make clear, however, "I am not a strategist; I am an efficiency expert." I point this out so that if you are an SME you do not dismiss a very useful book.

Readability Light +--- Serious Insights High --+--- Low Practical High +--- Low

*Ian Mann of Gateways consults internationally on leadership and strategy and is the author of Strategy that Works. 0 of 1 people found the following review helpful. Save Time, Save Money, Save Yourself By Judith Briles There isn't a person I don't know who isn't pushing the hours, me including. My typical work day is rarely less than 12 hours and 7 days a week is fairly common. I bought Execution is the Strategy some time ago and it was a few months before I could finally carve out a few hours to dive into it. For leaders, I don't think there is anything new that hasn't come out in other books ... but have those books been read? Maybe, maybe not. I think what's important for readers to consider is writing style--does this author connect with me; speak my jargon; have examples that are relevant; do I get gooses and reminders to get me back on track--doing things better than what I have done before ... and in less time? If that's what you are looking for, then it's highly recommended. If you are looking for a magic, quick fix ... get over it. Execution requires you involved in the strategy. It is work. If you are willing to learn; being reminded that what "leaders" need to do and are doing is good for the flock as well ... then you won't be disappointed. Judith Briles 0 of 0 people found the following review helpful. Execution is the biggest problem in business after people. ... By Customer Execution is the biggest problem in business after people. Follow this plan to make it the strategy and watch your company grow.

Turn Strategy into Performance! In today's world of rapid, disruptive change, strategy can't be separate from execution--it has to emerge from execution. You have to continually adjust your strategy to fit new realities. But if your organization isn't set up to be fast on its feet, you could easily go the way of Blockbuster or Borders. Laura Stack shows you how to quickly drive strategic initiatives and get great results from your team. Her LEAD Formula outlines the Four Keys to Successful Execution: the ability to Leverage your talent and resources, design an Environment to support an agile culture, create Alignment between strategic priorities and operational activities, and Drive the organization forward quickly. She includes a leadership team assessment, group reading

guides, and bonus self-development resources. Stack will equip you with the knowledge, skills, and inspiration to help you hit the ground running!

"This book will give you the tools you need as a leader to get more done yourself and through others. Laura Stack really is 'the Productivity Pro.' —Mark Sanborn, President, Sanborn Associates, Inc., and author of *You Don't Need a Title to Be a Leader*"

Stack has captured in this book what those select few great leaders know: you cannot strategize your way to greatness. You execute your way there! A must-read for anyone who wants better results.

—Peter Sheahan, President, ChangeLabs

"A how-to for leaders who are serious about results. Make time to read this book — then thank Laura for all the time you save on future projects."

—Harvey Mackay, author of the #1 New York Times bestseller *Swim with the Sharks without Being Eaten Alive*

"Execution IS the Strategy is a powerful formula to crack the code and turn the table on strategic planning."

—Alan J. Maxwell, Head of Global HR Transformation, Lockheed Martin

"I'm glad to see that even as Laura Stack emphasizes her key message of execution and results, she continuously brings readers back to the importance of people — teamwork, collaboration, empowerment, trust. Why? Because she knows that without your people, you're nothing."

—Ken Blanchard, coauthor of *The One Minute Manager* and *Trust Works!*

"Borrow from Laura Stack's twenty-two years of execution excellence to create your culture of high performance and big results."

—Darren Hardy, Publisher and Founding Editor, *Success* magazine, and New York Times bestselling author of *The Compound Effect*

"Laura Stack's great book addresses every leader's unique execution challenges."

—Jennifer Colosimo, Vice President of Wisdom, DaVita Healthcare Partners, and coauthor of *Great Work, Great Career* (with Stephen R. Covey)

"Execution IS the Strategy is the handbook for leaders to diagnose and execute with exceptional results. I recommend this book to all leaders who want to develop the ability to turn at the speed of now."

—Jeff Bettinger, Director, Leadership and Organizational Development, Petco

"A fresh take from Laura Stack on how to blow up obstacles to efficient execution. If you want your employees and teams to be more productive, read this book!"

—Randy Gage, author of the New York Times bestseller *Risky Is the New Safe*

"This book is chock-full of helpful ideas to assist leaders in ongoing efforts to get things done more effectively. I encourage you to take two major steps toward enhanced execution today — first buy, then read *Execution IS the Strategy*."

—Phillip Van Hooser, speaker, trainer, and author of *Leaders Ought to Know*

"Laura's all about saving time, and she makes a convincing case that long-term strategic plans don't work well with today's business conditions. Read *Execution IS the Strategy*, and you'll learn how to seize opportunities, act on ideas, and be ready for anything."

—Laura Vanderkam, author of *What the Most Successful People Do before Breakfast*

"Laura Stack not only inspires action but gives us incredibly practical guidelines for the effective execution of ideas that will drive positive results."

—Joe Calloway, author of *Be the Best at What Matters Most*

"This book encourages you to re-evaluate your way of thinking to achieve goals in an efficient and effective manner. Maximize your execution efforts through these proven strategies."

—Dr. Nido Qubein, President, High Point University, and Chairman, Great Harvest Bread Co.

"Laura Stack's newest book elevates her concepts to the leadership level and shows you how to empower your team members to efficiently execute your strategic priorities. Don't just read this book — execute the ideas inside this book. You will be glad you did!"

—Shep Hyken, New York Times and Wall Street Journal bestselling author of *The Amazement Revolution*

"Execution IS the Strategy shows leaders how to shift strategic course quickly and turn on a dime. Learn to lean on your team members and make solid, reliable decisions to best execute your priorities and get things done."

—Eric Chester, author of *On Fire at Work*

"Laura Stack's approaches to maximizing your productivity are tangible and easy to implement. Anything she writes is a must-read!"

—Laurie McDonald, Director, Sales Effectiveness, Kronos Incorporated

"Laura Stack shows you how to throw out the strategies of old and get focused on the things that will drive your business forward."

—Rory Vaden, cofounder of Southwestern Consulting and New York Times bestselling author of *Take the Stairs*

"This powerful, practical book gives you a set of proven tools to equip your leaders with the knowledge, skills, and inspiration to turn your strategy into performance. When you apply these simple principles, your employees and teams can start getting more done, faster, than ever before."

—Brian Tracy, author of *No Excuses!*

"The #1 Productivity Pro offers practical and effective tips to ensure competitive success. Her book is a road map to gain the best outcomes. I wouldn't want to navigate without it."

—Tim Jackson, CMP, CAE, President/CEO, Colorado Automobile Dealers Association

"After reading *Execution IS the Strategy*, you'll have all the tools and techniques you need to execute your ideas quickly and benefit from the results. The only question is, what are you waiting for?"

—Bruce Turkel, CEO/ Executive Creative Director, Turkel Brands

"Execution IS the Strategy is a must-read for leaders who want to learn how to create agile organizational cultures that can drive initiatives forward."

—Daniel Burrus, author of the New York Times bestseller *Flash Foresight*

"Laura Stack has demystified strategy to be accessible, actionable, urgent, and even fun. She shows us how to apply it to work and life and understand that it is ultimately about taking action despite uncertainty."

—G. Shawn Hunter,

author of *Out Think!*; Laura Stack provides a simple yet powerful blueprint for bringing ideas to fruition. Anyone in a leadership position who does not read *Execution IS the Strategy* should be immediately executed! — Stephen Shapiro, innovation evangelist and author of *Best Practices Are Stupid!*; Laura Stack goes beyond the to-do list and good intentions to a strategic approach for execution. If you follow her advice, you will have no excuses not to move forward on needed changes, and it will make you a more successful leader. — Lisa Ford, author and speaker on helping companies create customer-focused cultures; *Execution IS the Strategy* is packed full of relevant, real-world, actionable tactics that will elevate your performance as a leader and deliver results that count. — Lt. Col. Rob "Waldo" Waldman, author of the New York Times and Wall Street Journal bestseller *Never Fly Solo!*; Laura Stack does a masterful job of weaving together elements of leadership, program, change, and her famous time management techniques in a simple, easy-to-implement format. She is my shortcut to excellence. — Eva J. Milko, Senior Director, Global Procurement, Molson Coors Brewing Company, and author of *10 Steps to Effective Execution in Strategic Sourcing!*; *Execution IS the Strategy* is a must-read for leaders in any industry. This step by step guide can help you manufacture the one thing you need the most — time! — Anthony DiBlasi, Director, Merrill Lynch; *Execution IS the Strategy* puts the final nail in the coffin of micromanaging, overplanning, and control-freakism. Simply put, it's brilliant. Do yourself, your team, and your organization a favor — buy it, download it, and share it. I have, and the results are amazing. — Simon T. Bailey, leadership catalyst and author of *Release Your Brilliance!*; Laura Stack provides practical, easy-to-implement techniques to ensure your team is equipped to properly execute your core business objectives with precision and speed. Highly recommended. — Matt Schupp, Vice President of Human Resources, The Sherwin-Williams Company, Southeastern Division; Laura Stack's new book is easy to understand, remember, and implement. There is always something to learn on every page — including the table of contents! — Herveacut; Borensztein, Managing Partner, Karistem Corporate Consulting, speaker, trainer, and author of *Growing Talents*