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Hrebiniak shows why execution is even more important than many senior executives realize, and sheds powerful new light on why businesses fail to deliver on even their most promising strategies. Next,

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he offers a systematic
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encompasses every key
success factor:

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The effectiveness of a good strategy well implemented determines a business' future success or failure. Yet history is full of strategic decisions, big and small, that were ill-conceived, poorly organized

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heading and how you will get
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Although the CEO and the
board decide a company's
overall direction, it is the

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managers at all levels of the organization who will determine how the vision can be transformed into action. In short, everyone is involved in strategy. But getting it right involves difficult choices: which

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customers to target, what products to offer, and the best way to keep costs low and service high. And constantly changing business conditions inevitably bring risks. Even after business strategy has been developed,

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a company must remain nimble and alert to change, and view strategy as an ongoing and evolving process. The message of this guide is simple: strategy matters, and getting it right is fundamental to business

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undertaken by an elite
specialist executive group,
producing threatening
changes whose rationale is
barely understood - or,
perhaps worse still, having
no worthwhile impact at all.
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strategic planning is too daunting a task, which is why they often seek help from those with the expertise to guide the process: they have a severe lack of confidence in their own ability to design, plan

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organisation know where to start, what approach to take and how to go about the process of strategic planning? David Booth aims to help them by demystifying the concept and propounding a 'first principles'

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approach to developing a strategic plan within the context of the individual organisation and with the flexibility to adapt the process to focus on what really matters. He suggests the key questions that

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should be asked when
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to help design and guide the
process.

Effective plan execution can
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