

— SECOND EDITION —

MAKING STRATEGY WORK

LEADING EFFECTIVE EXECUTION AND CHANGE

LAWRENCE G. HREBINIAK

Making Strategy Work Leading Effective Execution And Change

**Reinhard Berndt, Friederike v.
Bünau, Peter Kreutter, Stefan Stolte**

Making Strategy Work Leading Effective Execution And Change:

Making Strategy Work Lawrence G. Hrebiniak, 2013 Without effective execution no business strategy can succeed The 2nd Edition of Making Strategy Work delivers a powerful framework every leader can use to overcome the obstacles to successfully deploying business strategy In this book leading consultant and Wharton professor Lawrence Hrebiniak offers a comprehensive disciplined process model for making strategy work in the real world Drawing on his unsurpassed experience Hrebiniak shows why execution is even more important than many senior executives realise and sheds powerful new light on why businesses fail to deliver on even their most promising strategies He offers a systematic roadmap for execution that encompasses every key success factor organisational structure coordination information sharing incentives controls change management culture and the role of power and influence in your business With three new chapters expanded coverage and new examples the Second Edition of this highly successful book is the definitive guide for turning strategy into action

Making Strategy Work Lawrence G. Hrebiniak, 2013 Making Strategy Work Lawrence G. Hrebiniak, 2013-05-24 Without effective execution no business strategy can succeed This second edition delivers a powerful framework every leader can use to overcome the obstacles to successfully deploying business strategy In this book leading consultant and Wharton professor Lawrence Hrebiniak offers a comprehensive disciplined process model for making strategy work in the real world Drawing on his unsurpassed experience 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 He offers a systematic roadmap for execution that encompasses every key success factor organizational structure coordination information sharing incentives controls change management culture and the role of power and influence in your business With three new chapters expanded coverage and new examples the Second Edition of this highly successful book is the definitive guide for turning strategy into action **Erfolgreiches Management** Ralph Berndt, 2010-09-08 Gegenstand des Sammelbands sind Erfolgsfaktoren für das Management von Unternehmen In insgesamt 16 Beiträgen werden angemessene Konzepte und aus dem Strategischen Management dem Marketing der Finanzierung und dem Personalmanagement dargestellt Die Autoren sind Professoren aus Europa sowie den USA sowie namhafte Praktiker *Die Kunst, bevorzugt zu werden* Peter Kinne, 2013-07-10 Das Buch richtet sich in erster Linie an Personen die mit Führung und Management von Unternehmen und Organisationen im privaten und öffentlichen Bereich betraut sind Darüber hinaus sollte es für Lehrer und Dozenten sowie Studenten der Betriebswirtschaft der Management und Organisationswissenschaften und der Pädagogik nützlich sein Peter Kinne beschreibt einen neuen Weg Organisationen im Wettbewerb zukunftsfitig zu machen Die dargestellte Methodik bezieht im Gegensatz zu den klassischen Ansätzen das Präferenzverhalten von Kunden und Mitarbeitern ein und bietet damit aus strategischer Sicht klare Vorteile selbst gegenüber integrativen Managementmethoden wie der Balanced Scorecard Sie basiert auf einer messbaren Balance der für den Erfolg relevanten Werte an den kritischen Schnittstellen

zwischen der Organisation und ihren Key Stakeholdern Anhand eines ganzheitlichen Orientierungsmodells können die Wettbewerbsposition optimiert kritische Veränderungsprozesse beschleunigt und die Nachhaltigkeit im Management verbessert werden Die Methodik liefert effektive Werkzeuge für die Steuerung nicht nur der materiellen sondern vor allem auch der kritischen immateriellen Unternehmensressourcen zu denen das Wissen und Verhalten der Mitarbeiter gehört Sie ist branchenunabhängig leicht verständlich und relativ einfach implementierbar Wie sie sich praktisch umsetzen lässt zeigen die beiden im Buch beschriebenen Fallstudien für ein Privatunternehmen sowie für eine Schule als Beispiel für den öffentlichen Bereich

Dynamisches Automobilmanagement Heike Proff, Harald Proff, 2013-01-29 Das Buch beschreibt ein dynamisches internationales Automobilmanagement Durch sieben eingehend begründete dynamische Strategien können Automobilhersteller und Zulieferer eine Verbesserung der Wettbewerbsposition und eine Erhöhung der Umsatzrenditen sichern Sie helfen die durch statische Strategien angestrebten Wettbewerbsvorteile niedrige Kosten und oder Differenzierung sowie Produktinnovation zu erreichen

Resiliente Organisation und Führung von Stiftungen Reinhard Berndt, Friederike v. Büнау, Peter Kreutter, Stefan Stolte, 2024-06-27 Stiftungen stehen heute vor vielfältigen Herausforderungen z B durch die zunehmende Digitalisierung und Globalisierung und müssen Themen wie Nachhaltigkeit Klimaschutz und Diversität in die eigene Arbeit integrieren Diese und weitere interessante Aspekte diskutieren über 40 namhafte Expertinnen in den beiden Teilen des vorliegenden Herausgeberbandes So beschreiben sich die Autorinnen des ersten Teils mit den Rahmenbedingungen unter denen das aktuelle und zukünftige Stiftungshandeln stattfindet sowie mit strategisch konzeptionellen Überlegungen und Instrumenten Die Themen der Case Studies und Erfahrungsberichte des zweiten Teils reichen von Förderentscheidungen und Förderinstrumenten über Softwareeinführung in Stiftungen das Onboarding von neuen Mitarbeiterinnen bis hin zu Change Prozessen unter erschwerten Bedingungen Diese Themenbreite macht das Fachbuch auch zu einem wichtigen Fundus für alle die in den entsprechenden Fach und Themenbereichen studieren als Wissenschaftlerinnen forschen oder sich an Institutionen wie der Deutschen Stiftungsakademie weiterbilden

Umsetzung Stephen R. Covey, 2014-09-25 Warum neigen Unternehmensprozesse so häufig dazu im Sande zu verlaufen oder zumindest die in sie gesteckten Erwartungen nicht zu erfüllen Der wesentliche Grund ist nicht dass sie nicht sorgfältig genug geplant wurden In der Regel hapert es schlicht an der Umsetzung Stephen R Covey und sein Institut FranklinCovey haben sich mit dem Thema in einer Tiefe beschäftigt die vermutlich ohne Beispiel ist Sie haben untersucht was der Umsetzung im Wege steht von der Führungsetage bis zur vordersten Front und dabei die Faktoren isoliert ohne die eine präzise Umsetzung nicht möglich ist Eine Zusammenfassung der wichtigsten Impulse und Tools liefert dieser Band

Lean Startup in Konzernen und Mittelstandsunternehmen Roland Eckert, 2016-11-07 Das essential gibt Handlungsempfehlungen für den Einsatz von Lean Startup in Konzernen und mittelständischen Unternehmen Hier geht es zum einen um die Anpassung des bekannten Konzepts an die besonderen Rahmenbedingungen von Konzernen und Mittelstandsunternehmen Zum anderen

werden aber auch die organisatorischen Vorarbeiten für einen erfolgreichen Einsatz dargestellt Diese Handlungsempfehlungen setzen auf einer Expertenbefragung auf und basieren auf weiteren Analysen des Autors

Internationales Controlling Robert Rieg, 2020-03-04 Dr Robert Rieg ist Professor für Controlling und Interne Unternehmensrechnung sowie Prodekan für Forschung an der Fakultät Wirtschaftswissenschaften der Hochschule Aalen Er ist Autor zahlreicher Fachveröffentlichungen zum Controlling und lehrt Internationales Controlling seit vielen Jahren Die aktuelle politische Diskussion um Zölle und Welthandel sowie das kritische Hinterfragen der Globalisierung und deren Auswirkungen auf die heimische Wirtschaft zeigen einmal mehr die große Bedeutung der internationalen Geschäftstätigkeit als auch die Herausforderungen für Management und Controlling Internationales Controlling behandelt Fragen der Führung und Steuerung internationaler Geschäftstätigkeit Internationalisierung bedeutet für Unternehmen einen Schritt ins Ungewisse mit Chancen Risiken und neuen Herausforderungen durch räumliche Distanz kulturelle Unterschiede und höhere Komplexität Welche Auswirkungen sich durch die Internationalisierung ergeben wie Ziele definiert Strategien entwickelt Risiken abgeschätzt und Tochtergesellschaften im Ausland gesteuert werden können wird in diesem Buch behandelt Aus dem Inhalt Werterzielung als strategisches Oberziel des Unternehmens Internationalisierungsstrategien Mergers Acquisitions als ein wichtiger strategischer Hebel Risikomanagement und Länderrisiken Operative Steuerung im Konzern Wirkungseffekte in der Planung und Kontrolle Verrechnungspreise und Steuerplanung Berichtswesen und Integrated Reporting

Nachhaltigkeitsorientierte Unternehmensführung Kai Weinrich, 2015-01-15 Vor dem Hintergrund der aktuellen Nachhaltigkeitsdebatte beschreibt dieses Essential warum Unternehmen zunehmend unter Druck stehen Aspekte der Nachhaltigkeit im Rahmen ihrer Strategie zu berücksichtigen In diesem Zusammenhang erläutert Kai Weinrich insbesondere die Bedeutung des Employer Brandings für die Gewinnung geeigneter Mitarbeiter mit denen dieser Strategiewandel hin zu mehr Nachhaltigkeit möglich wird Nachhaltigkeitstalente die zusätzlich zu ihrer fachlichen Kompetenz nachhaltigen Fragestellungen eine hohe persönliche Bedeutung beimessen und somit für die nachhaltigkeitsorientierte Unternehmensführung von besonderer Bedeutung sind können durch eine entsprechende Gestaltung der Employer Brand gezielt angesprochen werden

Strategy Execution Andrew MacLennan, 2010-09-13 Strategy execution is one of the most important and exciting topics in management Implementing strategy in today's complex organizations is an enormous challenge but one that all leaders must tackle This lively book is an essential guide to strategy execution for practicing managers and those in advanced management education It combines the rigour of advanced research with the accessibility of practical experience and application to lead readers through the subject Drawing together existing knowledge and reporting findings from his own research Andrew MacLennan brings this often neglected topic sharply into focus After introducing and defining strategy execution the book presents a series of systematic frameworks to help managers and leaders identify common strategy execution barriers and diagnose performance problems in particular situations translate

conceptual strategies into concrete activities align emergent activities and projects with strategic objectives support critical activities by aligning organizational designs and systems Strategy Execution is an insightful engaging and practical book The models are supplemented throughout with real world examples summaries of key issues and signposts to further readings It is a comprehensive easy to use book offering students and practitioners a systematic approach to strategy implementation

Business Model Prototyping Roland Eckert, 2014-11-05 Um im Hyperwettbewerb erfolgreich zu sein wird es Unternehmen nicht mehr gen gen sich mit der eigenen strategischen Positionierung und der strategischen Differenzierung zum Wettbewerb zu besch ftigen Stattdessen wird die Weiterentwicklung des strategischen Gesch ftsmodells das Business Model Prototyping zunehmend erfolgsentscheidend Unter Business Model Prototyping versteht man dabei die koh rente Weiterentwicklung von strategischer Kompetenz strategischen Prozessen Nutzenkriterien Markenimage und Schl sselressourcen Dieses Buch stellt die Entwicklung und Erneuerung von Gesch ftsmodellen im Hyperwettbewerb in den Mittelpunkt und zeigt Methoden und Vorgehensweisen auf wie dies erfolgreich gelingen kann Dabei wird die Umsetzung des Business Model Prototyping in konkreten Unternehmenssituationen Unternehmensentwicklung Mergers Acquisitions Restrukturierung beispielhaft dargestellt und erl utert *HR 2020 - Personalmanagement der Zukunft* Benedikt Hackl, Fabiola Gerpott, 2014-12-16 Das Personalmanagement als Impulsgeber Fachkr ftemangel ver nderte Anforderungen der Generationen neue F hrungslogiken und Unzufriedenheit der Gesch ftsf hrung mit der Personalabteilung das Personalmanagement muss zahlreiche Herausforderungen meistern Viele Unternehmen haben deshalb die flexiblere und vermeintlich g nstigere Alternative gew hlt Outsourcing Dieses Buch verdeutlicht die Notwendigkeit eines radikalen Umdenkens in deutschen Personalbereichen um sich auf die wesentlichen Erfolgsmomente guter Personalarbeit zu konzentrieren Die Personalwertkette So beziffern Sie den Wert der Personalarbeit Die Impulsgeber Scorecard Definieren Sie die Rolle von HR im Unternehmen HR Strategie So unterst tzen Sie Arbeitgeber und Arbeitnehmer im Sinne des Unternehmenserfolgs Dieses Buch entschl sselte die DNA erfolgreichen Personalmanagements auf Basis der Ergebnisse zahlreicher empirischer Studien Workshops und Beratungsprojekte Management-Atlas Martin J. Eppler, Jeanne Mengis, 2011-10-06 Managementwissen ist f r jeden wichtig nicht nur f r F hrungskr fte Aber wer hat schon Lust sich durch komplizierte Managementb cher zu k mpfen Und wie schafft man es n tzliches Managementwissen m helos in seinen Arbeitsalltag zu integrieren Im Management Atlas pr sentieren Martin J Eppler und Jeanne Mengis wichtige Strategien Methoden und Werkzeuge die jeder kennen muss Wer Vortr ge h lt Teams f hrt oder Sitzungen moderiert braucht sie ebenso wie der der eine tragf hige Strategie f r die Zukunft entwickeln oder vielversprechende Gesch ftschancen nutzen will Mithilfe von 37 einpr gsaamen Metaphern und vierfarbigen Bildern vermitteln die Autoren dem Leser anschaulich und verst ndlich profundes Managementwissen und das mit doppeltem Nutzen Einerseits helfen die Grafiken dem Leser dabei selbst zu verstehen worum es bei den entsprechenden Management Tools geht Andererseits liefern die Grafiken ihm die Vorlage wie

er sie Kollegen und Mitarbeitern anschaulich vermitteln kann *Neostrategic Management* Ivona Vrdoljak Raguž, Najla Podrug, Lara Jelenc, 2015-07-01 Contemporary research in strategic management with an emphasis on different tools and skills created by scholars in the field is evident throughout Neostrategic Management This book is specially designed to accommodate the needs of strategy students worldwide in our fast changing twenty first century The authors integrate cutting edge research on topics including corporate performance governance strategic leadership technology and internationalization Based on real world practices and current research in the field Neostrategic Management features an increased emphasis on the changing global economy and its role in strategic management **Nachhaltigkeit im Employer Branding** Kai Weinrich, 2013-11-08 Die Bedeutung einer nachhaltigen Unternehmensführung für den langfristigen Markterfolg hat in den vergangenen Jahren deutlich zugenommen In diesem Zusammenhang sind geeignete Mitarbeiter die die Vereinbarkeit ökologischer ökonomischer und sozialer Aspekte als wichtig empfinden sog Nachhaltigkeitstalente von besonderem Interesse Auf der Basis einer verhaltenstheoretischen Analyse untersucht Kai Weinrich das Arbeitgeberwahlverhalten von Nachwuchskräften unter besonderer Berücksichtigung der Ausprägung von individuellen Wertvorstellungen im Bereich der Nachhaltigkeit Er zeigt auf welche Ansatzpunkte dies für das Employer Branding bietet und leitet konkrete Empfehlungen für die zielgruppenspezifische Ansprache von Nachwuchskräften und die Professionalisierung des Employer Brandings ab *Managerial Flow* Veronica Vecchi, Manuela Brusoni, Rodney Farr-Wharton, 2015-04-10 When globalization affects jobs and economies policy makers strive to plan design and implement actions to support their communities and businesses Ansell and Gash 2007 Furthermore local development policies are at the core of international cooperation programs or more in general represent a challenge for emerging countries They could refer to infrastructure entrepreneurship innovation or urban renewal However more frequently than not development policies which involve different institutional levels and public and private players fail due to poor implementation management This research book presents a managerial approach the so called Managerial Flow that could help the closure of gaps that hamper an efficient and effective policy execution The managerial flow model observes the phenomenon of policy implementation for economic development through managerial lens In the book the research team has empirically identified five gaps in practice whereupon public policy implementation falls down As a response Managerial Flow model outlines sets of managerial actions that can be adopted to facilitate a clear flow from policy development through to implementation This book expands on the Managerial Flow model and acts as both a practical guide to stimulate evidence based policy implementation in governments and as theoretical contribution to policy and strategy execution Written for researchers and academics this book begins by outlining the theoretical foundations of Managerial Flow and moves to unpack application and cases based in different sectors and countries in order to discuss and show how the Managerial Flow approach can concretely support managers in the implementation of economic development policies It reviews and discusses how the managerial flow could be relevant in

the implementation of a set of sectorial policies and uses the managerial flow concept to analyse cases of economic development and establish lessons for broader management scope

Public Administration in Ethiopia Bacha Kebede Debela, Geert Bouckaert, Meheret Ayenew Warota, Dereje Terefe Gemechu, 2020-12-01 Building an effective inclusive and accountable public administration has become a major point of attention for policymakers and academics in Ethiopia who want to realise sustainable development This first handbook on Ethiopian Public Administration is written by Ethiopian academics and practitioner academics and builds on PhD studies and conference papers including studies presented at the meetings of the Ethiopian Public Administration Association EPAA established in 2016 Public Administration in Ethiopia presents a wide range of timely issues in four thematic parts Governance Human Resources Performance and Quality and Governance of Policies Each of the individual chapters in this volume contributes in a different way to the overarching research questions How can we describe and explain the contexts the processes and the results of the post 1990 politico administrative reforms in Ethiopia And what are the implications for sustainable development This book is essential for students practitioners and theorists interested in public administration public policy and sustainable development Moreover the volume is a valuable stepping stone for PA teaching and PA research in Ethiopia

The Strategic Leader's Roadmap, Revised and Updated Edition Harbir Singh, Michael Useem, 2021-10-26 The Strategic Leader's Roadmap provides an essential playbook for combining business strategy with great leadership William P. Lauder Executive Chairman The Est e Lauder Companies Inc In The Strategic Leader's Roadmap Updated and Revised Edition 6 Steps for Integrating Leadership and Strategy Wharton management professors Harbir Singh and Michael Useem offer a six point checklist for today's leaders to follow They explain how leading strategically will help managers strengthen their capacity to develop strategy and to lead its execution Drawing on one on one interviews with CEOs in depth research and their experience teaching today's executives and tomorrow's leaders Singh and Useem take readers into the offices and mindsets of some of today's foremost strategic leaders In this fully updated and revised edition Singh and Useem explore How Indra Nooyi rose to become CEO of PepsiCo and led its successful strategic redirection How Jack Ma consistently pivoted and outflanked competition to position Alibaba to become a global behemoth How John Chambers executive chairman of Cisco Systems changed his and other company leaders leadership to stay ahead of disruption How Lawrence Culp Jr the CEO of General Electric has increased efficiency by up to 900% by undertaking a thorough examination of process and strategy Fast reading and actionable The Strategic Leader's Roadmap will enable leaders at all levels to master the abilities necessary to keep their companies ahead of the competition

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