

CONTENTS AT A GLANCE

About the author	VII
About the experts	VIII
Superman on a 'Strategy Rescue' mission	1
Start your journey	5

PART 1 GET TO KNOW THE 8

I. A new mathematical enigma: performance $0+0=8$	13
II. You should be in the #1 spot	33

PART 2 ACT WITHIN THE 8

III. Challenge 1: Aim: Can you reach 245?	41
IV. Challenge 2: Communicate: 121, 1210 and 12100 or more	61
V. Challenge 3: Coach: Become a 3% member	91

PART 3 ORGANISE THE 8

VI. Challenge 4: Simplify: From 100-to-1 in less than 3 years	121
VII. Challenge 5: Initiate: How to eat an elephant with 5 people	145
VIII. Challenge 6: Develop: Dice with 6 dots on each side	167
Bibliography	191
Index	193
Acknowledgements	201

About the author	VII
About the experts	VIII
Superman on a 'Strategy Rescue' mission	1
Start your journey	5

PART 1 GET TO KNOW THE 8

<i>I. A new mathematical enigma: performance $0+0=8$</i>	13
How much potential performance are you losing?	14
What's in a name? – Strategy Execution defined	15
The 8 – a unique Strategy Execution framework	21
The 8 – crucial building blocks	23
The extended 8	28
Strategy Execution: your next competitive advantage?	29
Performance takeaways	30
<i>II. You should be in the #1 spot</i>	33
Are you a strategy tourist?	34
Strategy Execution and the leadership challenge	35
The manager: a hero in a movie with many actors	36
Performance takeaways	37

PART 2 ACT WITHIN THE 8

<i>III. Challenge 1: Aim: Can you reach 245?</i>	41
What you can learn from 100 goal-setting studies with 40,000 individuals	43
The six secret success factors for best-in-class individual objective setting:	44
Success factor 1: Don't break the strategy chain	45
Success factor 2: Make sure it all adds up	46
Success factor 3: Don't be too SMART	47
Success factor 4: Don't assume too quickly that someone is motivated	47
Success factor 5: Focus on getting the leadership objectives right	48
Success factor 6: Don't let a template ruin an important exercise	49
What your organisation can do to improve individual goal setting	50
A view on Strategy Execution by <i>Michael Smith</i> , Vice President Group Strategy and Planning, Coca-Cola North America	53
Performance takeaways	58
<i>IV. Challenge 2: Communicate: 121, 1210 and 12100 or more</i>	61
Building pyramids: strategic thinking demystified	61
Boost your one-to-one communication skills	64
Become an author:	65
A few tricks of the copywriters' trade	66
Make killer PowerPoint presentations to communicate your strategy	67
Inspire an audience	70
Nineteen tips to improve strategy communication in your organisation	72

How to use the intranet to promote your strategy and its execution	77
A view on Strategy Execution by <i>Shane Dempsey</i> , Vice President Human Resources and Communications Europe, Novo Nordisk	82
Performance takeaways	89
V. Challenge 3: Coach: Become a 3% member	91
What every performance-oriented manager should know about coaching	92
Grow Me: Coaching individuals with the best-known coaching model in the world	93
Thirty tips to become a better performance coach	101
Grow Us: Coaching from a company perspective	108
Five actions to take coaching to the next level in your organisation	109
A view on Strategy Execution by <i>Douglas Johnson-Poensgen</i> , Vice President Business Development, BT	111
Performance takeaways	116

PART 3 ORGANISE THE 8

VI. Challenge 4: Simplify: From 100-to-1 in less than 3 years	121
The nine most common performance management process issues	122
Twenty-seven guidelines to improve the Strategy Execution process in your organisation:	125
The first nine	126
From 10-to-18	129
From 19-to-27	133
How to write a great performance story with the manager as the hero	136
Four frequently asked questions about performance stories	138

A view on Strategy Execution by <i>Alan Maxwell</i> , Vice President Human Resources, Lockheed Martin	139
Performance takeaways	144
<i>VII. Challenge 5: Initiate: How to eat an elephant with 5 people</i>	145
Some facts and figures about projects and programmes	146
Why do most managers struggle with initiative management?	147
Thirty-two tips organised according to five initiative management fundamentals:	148
Fundamental 1: Collect, select and prioritise the right initiatives	149
Fundamental 2: Optimise your resource allocation and planning	151
Fundamental 3: Develop your project managers	155
Fundamental 4: World-class project and programme management	157
Fundamental 5: Manage your strategic initiative portfolio	159
A crucial next step, but almost always forgotten	161
A view on Strategy Execution by <i>Jean-Francois Van Kerckhove</i> , Vice President Corporate Strategy, eBay	162
Performance takeaways	165
<i>VIII. Challenge 6: Develop: Dice with 6 dots on each side</i>	167
Some facts and figures about skills development	169
The eight most common management development mistakes	170
Thirty-seven tips organised according to six management development fundamentals:	173
Fundamental 1: Define the skills you want and how you are going to get them	174

Fundamental 2: Manage your development portfolio	176
Fundamental 3: Design world-class learning interventions	178
Fundamental 4: Execute flawlessly	181
Fundamental 5: Set development objectives	182
Fundamental 6: Measure success	183
Don't forget your Strategy Execution process owners	184
A view on Strategy Execution by <i>Hervé Borensztein</i> , Senior Vice President Human Resources, EADS	185
Performance takeaways	189
Bibliography	191
Index	193
Acknowledgements	201