

SECOND EDITION

MAKING STRATEGY

LEADING EFFECTIVE EXECUTION AND CHANGE

WORK

LAWRENCE G. HREBINIAK

Without effective execution, no business strategy can succeed. By now, most executives and managers realize that. Unfortunately, most organizations are still far better at developing strategy than at executing it. In *Making Strategy Work, Second Edition*, leading consultant and Wharton professor Lawrence Hrebiniak offers today's most comprehensive, disciplined process model for making strategy work in the real world.

Now fully updated, this Second Edition reflects new research at Wharton and beyond, and extensive additional input from managers confronting and solving execution-related problems. In an expanded applications section, Hrebiniak shows how to apply his model to a wide range of challenging, real-world situations. This edition offers new chapters with deeper analysis of strategy execution in global environments, and of linking project management with strategy. Responding to many requests, Hrebiniak has also added an entirely new chapter on service organizations.

This book sheds powerful new light on why businesses fail to deliver on even their most promising strategies. Hrebiniak's complete execution roadmap encompasses organizational structure, coordination, information sharing, incentives, controls, change management, culture, the role of power and influence, and much more.

- **Strengthening the linkages between planning and execution**
Getting planners and "doers" involved in strategy execution
- **Building the capabilities and culture you'll need to execute**
Aligning organizational skills, resources, and culture around your strategies
- **Getting structure right**
Balancing centralization and decentralization to optimize the benefits of each, while achieving effective coordination or integration
- **Defining a logical flow of execution decisions and actions**
Making sure the right tasks get done at the right time
- **Widening the scope of successful execution**
Overcoming unique obstacles to execution in MSA, global markets, and service organizations

Making Strategy Work

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