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Strategy Beyond

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the Hockey Stick

Strategy Beyond  
The Hockey Stick  
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the Hockey  
Stick—The Art of  
Realistic  
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Strategy Beyond

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~~the Hockey Stick  
(Audiobook) by  
Chris Bradley,  
Martin Hirt, Sven  
Smit~~ **Strategy**

**Beyond the  
Hockey Stick.  
People,  
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and Big Moves to  
Beat the Odds**

*#200 Unleashing  
the Potential of  
FP\ u0026A - The*

*Page 8/103*



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*Strategy Beyond  
the Hockey Stick*

**Can a hockey  
stick be too  
light? CCM  
Trigger 5 Pro  
review McKinsey  
Insights | Sven  
Smit speaks  
about 'Strategy  
Beyond The  
Hockey Stick'  
How to Select  
Hockey Stick Lie**

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*5 things EVERY  
hockey player  
should know about  
sticks before  
buying How to  
choose your  
hockey stick flex  
and curve NHL  
players tape their  
stick (tutorial) |  
feat. Laine, Kane,  
Kucherov \u0026  
Eichel what is the  
BEST hockey stick*

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for under \$100

dollars **Is life as a  
McKinsey, BCG or  
Bain consultant  
glamorous?**

*McKinsey Careers:  
Life as a business  
analyst Trying a 60  
Flex Stick at Pick-  
Up - BattleMode  
Review Why Your  
CEO Hired  
McKinsey  
Consultants Cheap*

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*hockey skates VS  
expensive skates -  
What's the  
difference NHL  
stars using wooden  
sticks? How to  
select a hockey  
stick. Phil Roper  
Great Britain  
Captain Chris  
Bradley: The Power  
Curve explained*

---

Hockey Sticks and  
Hairy Backs

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explained  
What is the Power Curve?  
ASKED \u0026  
ANSWERED:

Hockey Stick Lie  
\u0026 Flex Hockey  
Stick Graph & Shifts  
to Unlock Strategy.  
Shift 5: From  
\\"Budget Inertia\"  
to \\"Liquid  
Resources\"  
Hockey Stick  
Principles 101 8

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Shifts to Unlock  
Strategy. Shift 4:  
From “Approving  
Budgets” ...to

“Making Big  
Moves.” **Strategy  
Beyond The  
Hockey Stick**

McKinsey &  
Company’s newest,  
most definitive,  
and most  
irreverent book on  
strategy—which

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thousands of executives are already using—is a must-read for all C-suite executives looking to create winning corporate strategies. Strategy Beyond the Hockey Stick is spearheading an empirical revolution in the field of strategy.

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Based on an extensive analysis of the key factors that drove the long-term performance of thousands of global companies, the book offers a ground-breaking formula that ...

## **Strategy Beyond the Hockey Stick: People,**

*Page 16/103*



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## **Probabilities ...**

Strategy Beyond the Hockey Stick provides a roadmap for strategic evolution and a toolkit for identifying big moves that will take already strong organizations to the next level of performance.”

“This book is

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fundamental—I  
have seen hockey  
sticks in business  
plans more than I  
like to admit.

## And Big Moves **Strategy Beyond the Hockey Stick** | **McKinsey**

Strategy Beyond  
the Hockey Stick is  
definitely not a  
popular business  
book intended for a

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general audience,  
but for strategy  
consultants or  
executives working  
in corporate  
strategy (at  
Fortune 500 firms).  
McKinsey has  
collected a lot of  
data on corporate  
performance over  
the years.

## **Strategy Beyond**

*Page 19/103*

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Strategy

**the Hockey Stick:  
People,  
Probabilities ...**

Strategy Beyond  
the Hockey Stick:  
People,  
Probabilities, and  
Big Moves to Beat  
the Odds. Owen  
Exec. June 13,  
2019. Strategy  
Beyond the Hockey  
Stick: People,  
Probabilities, and

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Big Moves to Beat  
the Odds. Owen  
Exec. June 13,  
2019. By: Chris  
Bradley, Martin  
Hirt, Sven Smit  
26-MINUTE AUDIO /  
3,400 WORDS (10  
PAGES)

**Strategy Beyond  
the Hockey Stick:  
People,  
Probabilities ...**

*Page 21/103*

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McKinsey & Company's newest, most definitive, and most irreverent book on strategy—which thousands of executives are already using—is a must-read for all C-suite executives looking to create winning corporate strategies. Strategy

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Beyond the Hockey Stick is spearheading an empirical revolution in the field of strategy. Based on an extensive analysis of the key factors that drove the long-term performance of thousands of global companies, the book offers a

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ground-breaking  
formula that ...

## **Amazon.com: Strategy Beyond the Hockey Stick: People ...**

A strategy “beyond  
the hickey stick”  
must be developed  
in the realm of  
actual behavior  
rather than — as so  
often is the case —



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in the realm of  
what is theoretical  
and anecdotal.

## **Strategy Beyond the Hockey Stick: A book review by Bob ...**

McKinsey &  
Company's newest,  
most definitive,  
and most  
irreverent book on  
strategy—which

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**Amazon.com:**  
**Strategy Beyond  
the Hockey Stick:**

*Page 27/103*

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## **People ...**

A good strategy is still hard to shape, but you can at least greatly increase your chances of understanding how close it is to a likely winner. Martin Hirt is a senior partner in our Greater China office and co-author of Strategy

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Beyond the Hockey Stick with Sven Smit and Chris Bradley. Originally published on LinkedIn.

**How to create a real hockey stick strategy | McKinsey ...**

Strategy Beyond the Hockey Stick is spearheading an

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empirical The  
revolution in the  
Hockey Stick  
field of strategy.  
People  
Based on an  
Probabilities  
extensive analysis  
And Big Moves  
of the key factors  
To Beat The  
that drove the long-  
Outliers  
term performance  
of thousands of  
global companies,  
the book offers a  
ground-breaking  
formula that  
enables you to

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objectively assess  
your strategy's real  
odds of future  
success.

## Probabilities

**Buy Strategy  
Beyond the  
Hockey Stick:  
People ...**

Beat the odds with  
a bold  
strategyWe've all  
seen hockey stick  
business plans

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before. A future where results sail confidently upward, but with a dip coinciding with next year's budget. CEOs usually rely on their experience and business smarts to figure out which of those hockey sticks are real, and which are fake.



Get Free  
Strategy  
Beyond The  
**Strategy Beyond  
the Hockey Stick  
door Chris  
Bradley ...**

This focus on  
people and teams  
piqued our interest  
in Strategy Beyond  
the Hockey Stick:  
People,  
Probabilities, and  
Big Moves to Beat  
the Odds, a new

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book by McKinsey  
partners Chris  
Bradley, Martin  
Hirt, and Sven  
Smit.

And Big Moves  
**Romulus Reads:  
3 Takeaways on  
the Social Side of  
Strategy ...**

Access a free  
summary of  
Strategy Beyond  
the Hockey Stick,

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by Chris Bradley et al. and 20,000 other business, leadership and nonfiction books on getAbstract.

## **Strategy Beyond the Hockey Stick Free Summary by Chris ...**

Strategy Beyond the Hockey Stick is about unlocking big

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moves--because that is what it takes to beat the odds in business.

Anchored in empirical evidence from thousands of companies, it reveals what really matters--and what does not--for exceptional performance.

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Strategy

**Strategy Beyond  
the Hockey Stick  
: Chris Bradley ...**

Strategy Beyond  
the Hockey Stick

This book, written  
by three leaders in  
McKinsey's

Strategy Practice,  
seeks to address  
the problems of  
poor strategy  
execution that  
McKinsey has seen

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in many large  
companies.

## **Strategy Beyond the Hockey Stick | Lark Research**

One outcome of  
these dynamics is  
the hockey stick  
projection,  
confidently  
showing future  
success after the  
all-too-familiar dip

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based on the first year's investment. Yet, more often than not, this projection fails to materialize, leading to a new hockey-stick strategy being proposed the following year.

### **How CEOs Can Spot A Genuine 'Hockey Stick'**

*Page 39/103*

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**Strategy** The  
Strategy Beyond  
the Hockey Stick is  
about unlocking big  
moves—because  
that is what it  
takes to beat the  
odds in business.

Anchored in  
empirical evidence  
from thousands of  
companies, it  
reveals what really  
matters—and what



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does not for  
exceptional  
performance.

## **Strategy Beyond the Hockey Stick: People, Probabilities ...**

What listeners say  
about Strategy  
Beyond the Hockey  
Stick. Average  
customer ratings.  
Overall. 4.5 out of

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5 stars 4.4 out of  
5.0 5 Stars 6 4  
Stars 2 3 Stars 2 2  
Stars 0 1 Stars 0  
Performance. 4.5  
out of 5 stars 4.6  
out of 5.0 5 Stars 6  
4 Stars ...

## Odds

Beat the odds with  
a bold strategy  
from McKinsey &

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Company “Every once in a while, a genuinely fresh approach to business strategy appears” – legendary business professor Richard Rumelt, UCLA McKinsey & Company’s newest, most definitive, and most irreverent book on

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strategy—which thousands of executives are already using—is a must-read for all C-suite executives looking to create winning corporate strategies. Strategy Beyond the Hockey Stick is spearheading an empirical revolution in the

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field of strategy.  
Based on an  
extensive analysis  
of the key factors  
that drove the long-  
term performance  
of thousands of  
global companies,  
the book offers a  
ground-breaking  
formula that  
enables you to  
objectively assess  
your strategy's real

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odds of future success. "This book is fundamental.

The principles laid out here, with compelling data, are a great way around the social pitfalls in strategy development." —

Frans Van Houten,  
CEO, Royal Philips  
N.V. The authors  
have discovered

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that over a 10-year period, just 1 in 12 companies manage to jump from the middle tier of corporate performance—where 60% of companies reside, making very little economic profit—to the top quintile where 90% of global economic profit is made. This

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movement does not happen by magic—it depends on your company's current position, the trends it faces, and the big moves you make to give it the strongest chance of vaulting over the competition. This is not another strategy



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framework. Rather, Strategy Beyond the Hockey Stick shows, through empirical analysis and the experiences of dozens of companies that have successfully made multiple big moves, that to dramatically improve

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Beyond The Hockey Stick People  
Probabilities And Big Moves To Beat The Odds

performance, you have to overcome incrementalism and corporate inertia. “A different kind of book—I couldn’t put it down. Inspiring new insights on the facts of what it takes to move a company’s performance, combined with

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practical advice on how to deal with real-life dynamics in management teams.” —Jane Fraser, CEO, Citigroup Latin America

## Odds

Beat the odds with a bold strategy from McKinsey & Company “Every once in a while, a

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genuinely fresh  
approach to  
business strategy  
appears” –

legendary business  
professor Richard  
Rumelt, UCLA  
McKinsey &

Company's newest,  
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The principles laid out here, with compelling data, are a great way around the social pitfalls in strategy development.” — Frans Van Houten, CEO, Royal Philips N.V. The authors have discovered that over a 10-year period, just 1 in 12

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Beyond The Hockey Stick People Probabilities And Big Moves To Beat The Odds  
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how to deal with

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Fraser, CEO,  
Citigroup Latin  
America

Beat the odds with  
a bold strategy  
from McKinsey &  
Company “Every  
once in a while, a  
genuinely fresh  
approach to

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Beyond The Hockey Stick  
People  
Probabilities  
And Big Moves  
To Beat The Odds

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the trends it faces,  
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and corporate

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teams.” —Jane  
Fraser, CEO,  
Citigroup Latin  
America

## Probabilities

While growth is a  
top priority for  
companies of all  
sizes, it can be  
extremely difficult  
to create and main  
tain—especially in  
today’s  
competitive

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business. The  
environment. The  
Granularity of  
People  
Growth will put you  
in a better position  
to succeed as it  
reveals why growth  
is so important,  
what enables  
certain companies  
to grow so  
spectacularly, and  
how to ensure that  
growth comes from

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multiple sources as you take both a broad and a granular view of your markets.

And Big Moves  
To Beat The  
Odds

A member of the Inter-governmental Panel on Climate Change examines the fossil-fuel industry's public relations campaign to discredit the

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science of climate change and deny the reality of global warming.

## Probabilities

What if every successful start-up followed a predictable pattern, and by knowing that pattern ahead of time, you could be more successful? In



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Beyond The Hockey Stick  
Principles, business consultant Bobby Martin shares his study of more than 100 new businesses, from Lending Tree to Under Armour to iContact, to show that every one of them has had a "hockey stick" growth history,

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starting with a tinkering period, moving through the daunting "blade years" before finally making it to the crucial inflection point that precedes surging growth. In this simple but incredibly helpful book, Martin takes us through each of

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those four stages of the hockey stick pattern, giving us a road map that will help any entrepreneur navigate the inevitable ups and downs of their business's early years.

Solving complex problems and

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Selling their solutions is critical for personal and organizational success. For most of us, however, it doesn't come naturally and we haven't been taught how to do it well. Research shows a host of pitfalls trips us up when we try: We're

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quick to believe we understand a situation and jump to a flawed solution. We seek to confirm our hypotheses and ignore conflicting evidence. We view challenges incompletely through the frameworks we know instead of

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with a fresh pair of eyes. And when we communicate our recommendations, we forget our reasoning isn't obvious to our audience. How can we do it better? In *Cracked It!*, seasoned strategy professors and consultants Bernard Garrette,

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Corey Phelps and  
Olivier Sibony  
present a rigorous  
and practical four-  
step approach to  
overcome these  
pitfalls. Building on  
tried-and-tested  
(but rarely  
revealed) methods  
of top strategy  
consultants,  
research in  
cognitive

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psychology, and the latest advances in design thinking, they provide a step-by-step process and toolkit that will help readers tackle any challenging business problem. Using compelling stories and detailed case examples, the authors guide



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Readers through  
each step in the  
process: from how  
to state, structure  
and then solve  
problems to how to  
sell the solutions.

Written in an  
engaging style by a  
trio of experts with  
decades of  
experience  
researching,  
teaching and

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consulting on  
complex business  
problems, this book  
will be an  
indispensable  
manual for anyone  
interested in  
creating value by  
helping their  
organizations crack  
the problems that  
matter most.

Complex problem

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Solving is the core skill for 21st Century Teams. Complex problem solving is at the very top of the list of essential skills for career progression in the modern world. But how problem solving is taught in our schools, universities,

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businesses and organizations comes up short. In Bulletproof Problem Solving: The One Skill That Changes Everything you'll learn the seven-step systematic approach to creative problem solving developed in top consulting

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firms that will work in any field or industry, turning you into a highly sought-after bulletproof problem solver who can tackle challenges that others balk at. The problem-solving technique outlined in this book is based on a highly

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visual, logic-tree method that can be applied to everything from everyday decisions to strategic issues in business to global social challenges. The authors, with decades of experience at McKinsey and Company, provide

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30 detailed, real-world examples, so you can see exactly how the technique works in action. With this bulletproof approach to defining, unpacking, understanding, and ultimately solving problems, you'll have a personal

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superpower for  
developing  
compelling  
solutions in your  
workplace.

Discover the time-  
tested 7-step  
technique to  
problem solving  
that top consulting  
professionals  
employ Learn how  
a simple visual  
system can help



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you break down  
and understand the  
component parts of  
even the most  
complex problems  
Build team  
brainstorming  
techniques that  
fight cognitive bias,  
streamline  
workplanning, and  
speed solutions  
Know when and  
how to employ

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modern analytic  
tools and  
techniques from  
machine learning  
to game theory  
Learn how to  
structure and  
communicate your  
findings to  
convince audiences  
and compel action  
The secrets  
revealed in  
Bulletproof

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Problem Solving  
will transform the  
way you approach  
problems and take  
you to the next  
level of business  
and personal  
success.

## Odds

How to close the  
gap between  
strategy and  
execution Two-  
thirds of executives

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Beyond The  
organizations don't  
Hockey Stick  
have the  
People  
capabilities to  
Probabilities  
support their  
And Big Moves  
strategy. In  
To Beat The  
Strategy That  
Works, Paul  
Leinwand and  
Cesare Mainardi  
explain why. They  
identify  
conventional  
business practices

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that unintentionally create a gap between strategy and execution. And they show how some of the best companies in the world consistently leap ahead of their competitors. Based on new research, the authors reveal five practices for connecting

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strategy and execution used by highly successful enterprises such as IKEA, Natura, Danaher, Haier, and Lego. These companies: •

- Commit to what they do best instead of chasing multiple opportunities •
- Build their own

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Unique winning capabilities instead of copying others • Put their culture to work instead of struggling to change it • Invest where it matters instead of going lean across the board • Shape the future instead of reacting to it  
Packed with tools

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you can use for building these five practices into your organization and supported by in-depth profiles of companies that are known for making their strategy work, this is your guide for reconnecting strategy to execution.



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Is Silence Killing  
Your Strategy? In  
his thirty years of  
working in  
corporations,  
Harvard Business  
School professor  
Michael Beer has  
witnessed firsthand  
how organizational  
silence derails  
strategic  
objectives. When  
employees can't

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Speak truth to  
power, senior  
leaders don't hear  
what they need to  
hear about their  
company's fitness  
to compete, and  
employees lose  
trust in those  
leaders and  
become less  
committed to  
change. In *Fit to  
Compete*, Beer

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presents an  
antidote to  
silence--principles  
and a time-tested  
innovative process  
for holding honest  
conversations with  
everyone in your  
organization. Used  
by over eight  
hundred  
organizations  
across the globe,  
the strategic

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fitness process has helped leaders in a diverse range of industries--including medical technology, information technology, banking, restaurant chains, and pharmaceuticals--hear the raw but necessary truth about the sources

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of misalignment  
between their  
strategies and their  
organizations. In  
addition to step-by-  
step instructions,  
Beer offers detailed  
and illustrative  
case studies of  
companies that  
have conducted  
honest  
conversations to  
great effect. He

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also shows how to apply the process more broadly to a variety of strategic challenges and at multiple levels throughout the organization.

Practical, enlightening, and comprehensive, *Fit to Compete* is the book you should turn to if you to

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want create  
winning strategies  
that your entire  
company will rally  
behind.

# And Big Moves

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