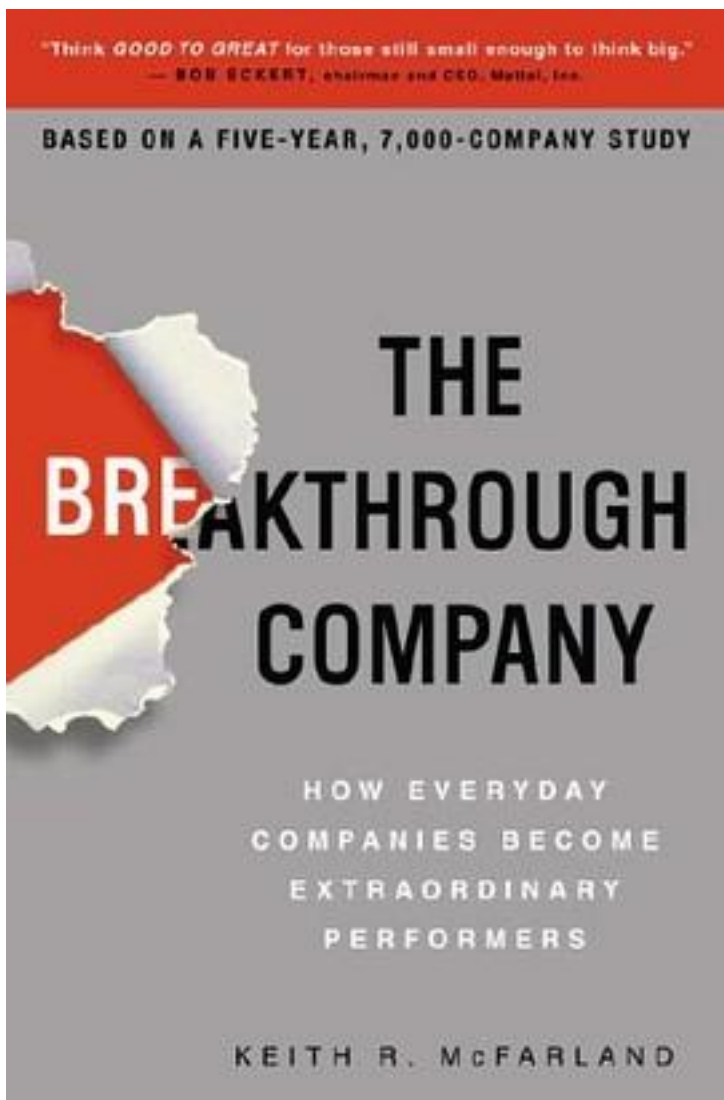


The Breakthrough Company



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著者:Keith R. Mcfarland

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The vast majority of small businesses stay small—and not by choice. Only the most savvy and persistent—a tiny one tenth of one percent—break through to annual sales above \$250 million. In *The Breakthrough Company*, Keith McFarland pinpoints how everyday companies become extraordinary, showing that luck is a negligible factor. Rather, breakthrough success turns out to be associated with a clearly identifiable set of strategies and skills that anyone in any business can emulate—from small startup to industry leader.

Encouraged by experts such as business legend Peter Drucker and *Good to Great* author Jim Collins to identify the drivers that enable a company to push past the entrepreneurial phase, McFarland spent five years building and analyzing the world's largest growth-company performance database and interviewing more than 1,500 growth-company executives on four continents. His goal was simple: to identify the secrets of breakthrough.

The Breakthrough Company is the result. Winnowing a study pool of more than 7,000 companies down to nine that have made the transition to major-player status, McFarland highlights real-world tools and myth-busting insights that can be used by anyone wanting his or her business to join this exclusive circle. Among the book's takeaways:

• Common wisdom holds that the founders and core entrepreneurial leaders of a company must step aside for the business to reach the next level. Not true—as long as founders “crown the company” instead of themselves.

• It's not reckless to make ever-escalating bets on your company's future, even going nose to nose with competitors many times your size. In fact, it turns out that the only safety comes in constantly upping the ante in exactly this way.

• A Business Bermuda Triangle does exist, gobbling up companies on the verge of breakthrough. Presented here are three ways to navigate this potentially deadly hazard successfully.

• However good you are—or think you are—you can't do it alone. Learn how to surround your company with networks of outside resources, aka “scaffolding,” and how to enlist the aid of “insultants”—people who are willing to question a firm's existing assumptions and ways of doing business.

With powerful and specific action steps concluding each chapter—and invaluable advice on virtually every page from business leaders who've taken their companies to extraordinary levels of growth and profitability—*The Breakthrough Company* is one of the most provocative, inspiring, and instructive business books you'll ever read.

作者介绍:

基思 R. 麦克法兰 (Keith R. McFarland)

36岁时被任命为美国顶级商学院的副院长。在建立麦克法兰战略合伙人公司之前，他曾担任两家顶级科技公司的首席执行官。

他在麦克法兰战略合伙人公司期间，曾为数百家成长型企业以及行业巨头如微软、摩托罗拉和摩根士丹利等提供建议。目前，麦克法兰是《商业周刊》的专栏作家。

关于作者和本书的更多信息，请浏览www.breakthroughcompany.com。

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书评

不要视自我为环境主宰：成功的领导者都是顺时而变的，因为他们知道自己无法控制身边的环境。他们知道，不管自己过去在事业上有多么成功，他们永远受制于千变万化的商业环境。由于无法让所有的事情都按照自己的意愿发生，他们必须不断想出一些新点子、新举措以应对各种新出现的...

我们心里都住着一个被吓坏的孩子——肖知兴 著名管理学者，领教工坊联合创始人
我给企业家们介绍《突破之道》时，最惊心动魄的是讲到创始人的所有长处都会在企业实现突破之际（大概在营业额10亿元人民币时）反噬，成为企业成长的最大的障碍。创

始人喜欢自己理清头绪、解决问...

本书主要探讨，能够从平庸走向卓越的小公司到底做对了什么？作者通过统计Incorp 500强公司突破发展最后的公司，同时选取对比公司分析。书以实例调查分析，可信，作者归纳出“成功秘诀”，分别是：●
组织导向的做法-----避免创始人及CEO的个人优势在不断变化形势中反而成...

中小企业成长为大型企业很难，但还是有小企业成功突破，他们有秘诀吗？这个问题看起来很复杂，但实际情况比看起来的还要负责的多。如果让《随机漫步的傻瓜》作者塔勒布来回答这个问题的话，他会斩钉截铁的说，根本没有秘诀这回事，世界上本来就不该有那么多中小企业成长为大型...

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