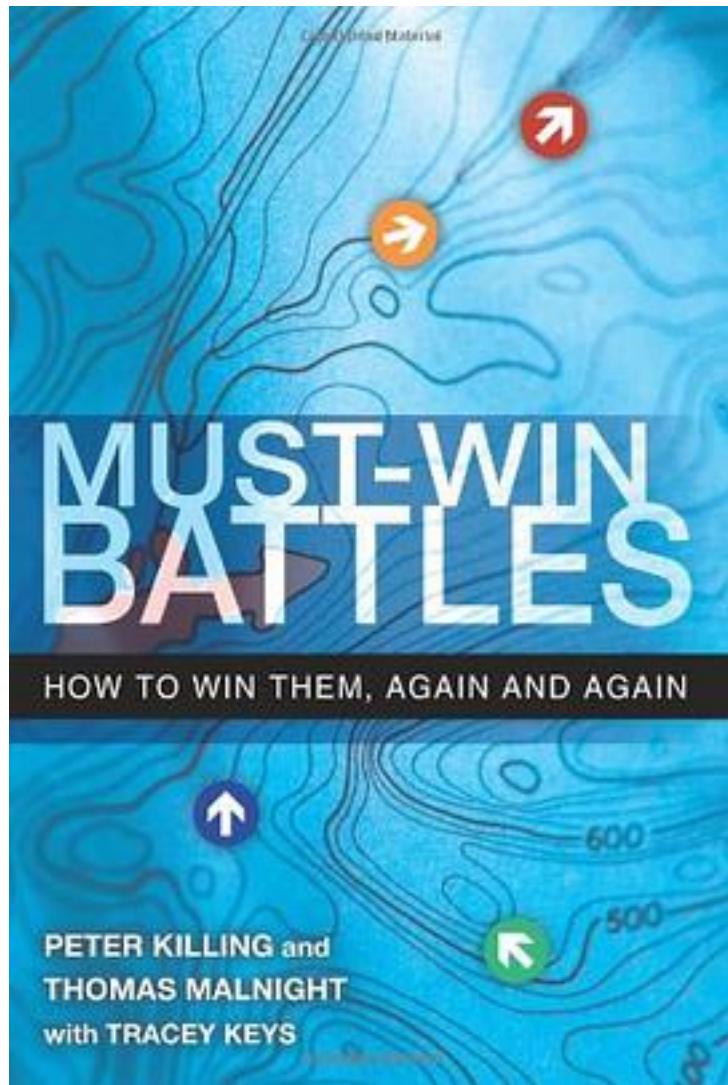


# Must-Win Battles



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Must-Win Battles shows leaders exactly how to identify the 3 to 5 critical challenges most likely to make or break their businesses -- and then mobilize people and resources to successfully execute on them. This book draws on the authors' exceptional experience as world-class consultants and leading-edge business researchers, and builds on the highly successful executive program they created for IMD, one of the world's best business schools. The authors show leaders how to cut through uncoordinated initiatives, create a short list of true "must-wins," focus relentlessly on them, and infuse their organizations with renewed energy and effectiveness. Along the way, discover how to recognize which victories will make the greatest difference, avoid unwinnable battles, drive consensus when somebody's ox is inevitably being gored, make sure must-win battles are specific and measurable, and change the behavior of your top management team to lock in this laser-sharp focus for future battles.

## 作者介绍:

Peter Killing and Thomas Malnight are Professors of Strategy at IMD. The ideas in this book come directly from their extensive work with management teams across many countries, and in both large and small organizations, creating winning strategies using must-win battle concepts. From these experiences it is abundantly clear that the "intellectual" approach to strategy is not enough. What Peter, Tom, and the managers highlighted in this book believe is that "strategic priorities with heart" will win the day.

At IMD, Peter runs company-specific programs for companies such as Nestle, BMW, PepsiCo International, Scottish & Newcastle, Tetra Laval and Tate & Lyle. Tom's experience includes work with companies such as Unilever, A.P. Moller-Maersk Group, Masterfoods, Firmenich, Carlsberg, and Adecco. He also directs IMD's Booster Program, an intensive program focusing on accelerating project and team development, while Peter runs the Breakthrough Program for Senior Executives and Mastering New Challenges, a program for managers about to take on new responsibilities.

Both Tom and Peter have written widely on the topics of strategy, change, and leadership, in publications ranging from the Harvard Business Review to the Academy of Management Journal. Peter is a co-author of a strategy text, Strategic Analysis and Action, which is currently in its sixth edition.

Tom has a DBA from the Harvard Business School and was on the faculty of The Wharton School for seven years before joining IMD. Before his doctorate, he spent 10 years with Mitsubishi International Corporation, including two years in Japan. Peter holds a Ph.D. from the Ivey Business School in Canada, where he taught for 20 years and was Associate Dean of Executive Education at the time he came to IMD.

Tracey Keys has 20 years of experience as a consultant and manager, focused on complex strategy and organizational issues. She has worked with companies in the media, consumer goods, finance, and new media sectors across Europe, the U.S., and Africa. Previously, Tracey has held senior roles at the BBC, where she was Head of Corporate Planning, Booz Allen Hamilton, and Deloitte & Touche/Braxton Associates. She has also been an active advisor to start-ups, several of which have been launched successfully in the technology, publishing, wine and consulting fields. Tracey is a Fulbright Scholar and holds an MBA from The Wharton School, where she was distinguished as a Palmer Scholar.

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