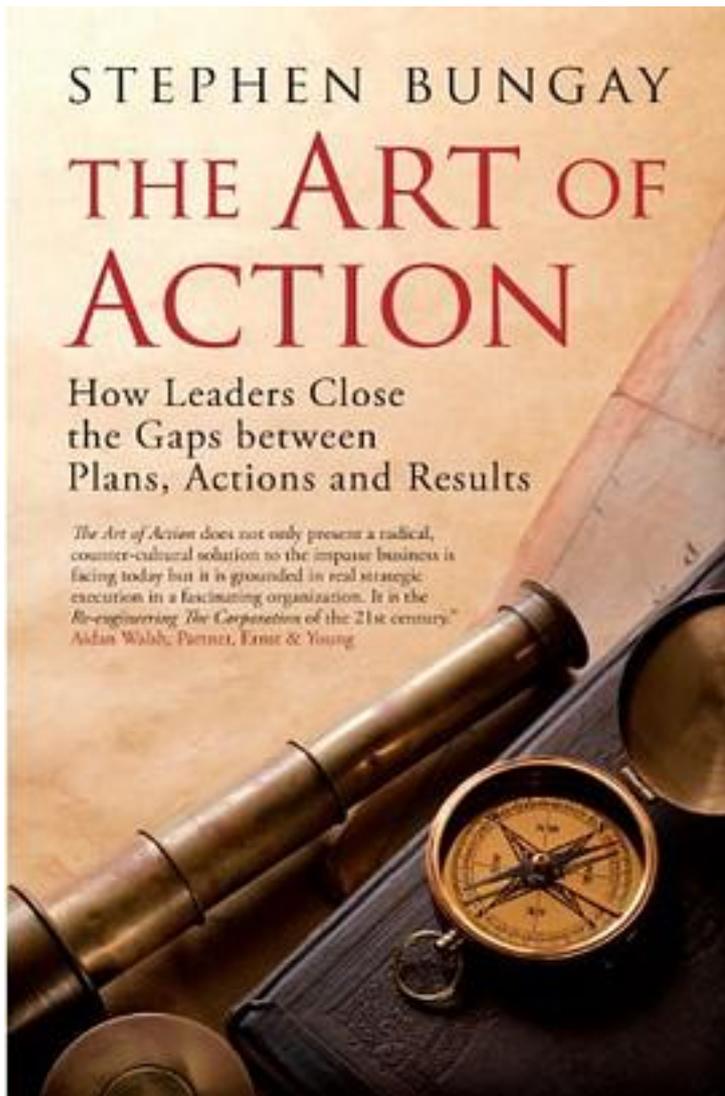


# The Art of Action



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Executing strategy is an enduring management problem. There is often a significant gap between what managers plan, what they do and the outcome they achieve. Stephen Bungay finds a fresh approach from an unexpected source - the nineteenth-century Prussian Army. His solution is based not on theory, but on sets of practices that have evolved over many years in the fast-moving, unpredictable environment of the battlefield. The Art of Action uses engaging narrative to demonstrate how to set direction, how to agree what people need to do to realise their objectives, and how to enable them to be successful in the complex, dynamic arena of modern business. It offers a fresh, practical approach to strategy, communication and leadership, encouraging people to practice the few simple things that really make a difference.

作者介绍:

目录:

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## 标签

职场

Management

行动

管理

个人管理

## 评论

讲的是“如何执行战略”（而不是怎么提出好的战略），本质是因为外部环境的不确定性 (friction)，因此无法策略周全 (3 gaps)，解决的方法不是收集更多的信息、制定更加周全的策略（否则效率、响应变慢），而是在提出目标的基础上empower. 将工作分成了stragety, execution, tactics, 区分当中涉及的规则性与灵活性.

第1章与最后1章极佳，但中间过于啰嗦了，可以写得更简洁

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## 书评

这本书说的不是战略，而是战略的执行  
第一章、最后一章写得极好，非常清晰的讲述了团队在实际工作、执行时碰到的问题（确实只有在McK工作过几十年的人才能写得如此栩栩如生）  
中间过于啰嗦，讲了太多prussian怎么做，但没有点明解决方案（或许有点到，但都淹没在冗长的叙述里了...

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