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The Lords of Strategy: The Secret Intellectual History of the New Corporate World Hardcover – Illustrated, March 3, 2010.

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The Lords of Strategy is a book by Walter Kiechel III, a business journalist, former Editorial Director of the Harvard Business Review and former Managing Editor of Fortune magazine, which presents the analysis of strategy evolution since the 1960s. The book was published by Harvard Business Press on March 3, 2010.

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Journalist and editor Walter Kiechel recounts the birth and evolution of strategy, arguably the most influential business paradigm of the past half century and the trials and triumphs of the disruptors who invented it.

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Imagine, if you can, the world of business - without corporate strategy. Remarkably, fifty years ago that's the way it was. Businesses made plans, certainly, but without understanding the underlying dynamics of competition, costs, and customers. It was like trying to design a large-scale engineering project without knowing the laws of physics. But in the 1960s, four mavericks and their posses instigated a profound shift in thinking that turbocharged business as never before, with implications far beyond what even they imagined. In *The Lords of Strategy*, renowned business journalist and editor Walter Kiechel tells, for the first time, the story of the four men who invented corporate strategy as we know it and set in motion the modern, multibillion-dollar consulting

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industry: Bruce Henderson, founder of Boston Consulting Group Bill Bain, creator of Bain & Company Fred Gluck, longtime Managing Director of McKinsey & Company Michael Porter, Harvard Business School professor Providing a window into how to think about strategy today, Kiechel tells their story with novelistic flair. At times inspiring, at times nearly terrifying, this book is a revealing account of how these iconoclasts and the organizations they led revolutionized the way we think about business, changed the very soul of the corporation, and transformed the way we work.

A behind-the-scenes, revelatory history of the controversial consulting firm traces its decades-long influence in both business and political arenas, citing its role in the

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establishment of mainstream practices and modern understandings about capitalism while evaluating the failures that have compromised its reputation. 60,000 first printing.

How to close the gap between strategy and execution Two-thirds of executives say their organizations don't have the capabilities to support their strategy. In *Strategy That Works*, Paul Leinwand and Cesare Mainardi explain why. They identify conventional business practices 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 strategy and execution used by highly successful enterprises such as

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WIKIA, Natura, Danaher, Haier, and Lego. These companies:

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

Argues that a manager's central responsibility is to create and implement strategies, challenges popular motivational

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practices, and shares anecdotes discussing how to enable action-oriented plans for real-world results.

Bruce Greenwald, one of the nation's leading business professors, presents a new and simplified approach to strategy that cuts through much of the fog that has surrounded the subject. Based on his hugely popular course at Columbia Business School, Greenwald and his coauthor, Judd Kahn, offer an easy-to-follow method for understanding the competitive structure of your industry and developing an appropriate strategy for your specific position. Over the last two decades, the conventional approach to strategy has become frustratingly complex. It's easy to get lost in a sophisticated model of your competitors, suppliers, buyers,

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substitutes, and other players, while losing sight of the big question: Are there barriers to entry that allow you to do things that other firms cannot?

Discusses techniques for business managers for planning company growth, overcoming competition, dealing with inflation, improving the organization of the corporation, and coping with personnel problems

The third volume in the internationally bestselling McKinsey Trilogy, *The McKinsey Engagement* is an action guide to realizing the consistently high level of business solutions achieved by the experts at the world's most respected consulting firms. Former consultant Dr. Paul Friga distills the

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guiding principles first presented in the bestselling *The McKinsey Way* and the tested-in-the-trenches methodologies outlined in *The McKinsey Mind*, and combines them with many of the principles and procedures implemented by the military and other organizations. The result is nothing less than the business equivalent of a Special Forces Field Manual. True to its stated goal of arming consultants and corporate problem solvers with a blueprint for achieving consistently phenomenal results, *The McKinsey Engagement* is short on theory and long on action. Each chapter focuses on one element in the celebrated TEAM FOCUS problem-solving model and features a concise discussion of a key concept or principle, followed by:

- Clear rules of engagement
- A set of operating tactics
- Sophisticated problem solving tools

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Easy-to-follow action steps Exercises, checklists, and training tips War stories and best practices case studies A toolkit for bringing clarity, discipline, and purpose to all your problem-solving and change management initiatives, The McKinsey Engagement is an indispensable guide for consultants, as well as for executives, managers, students, and corporate trainers.

Prior to 1979, you probably hadn't heard of counterterrorism or Special Operations. Even so, special warriors have been around since Moses sent Joshua to spy out the land of Canaan. In 1986, Colonel Billy R. Wood served as the operations officer of the newly organized 45th Aviation Battalion (Special Operations). This unit was highly classified.

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The special operations training and missions carried out by the team were conducted in secret, and members couldn't even tell their wives and families where they were going.

These soldiers were called the Lords of Darkness. Prior to its formation, much was written about the failed hostage rescue mission in Iran. The Pentagon leadership implied, "Whatever the costs, whatever we do, we can never have another Desert One." Secret exercises were conducted with modified aircraft and soon-to-be-skilled night flyers of Task Force 160, today known as "Night Stalkers." What you didn't read about was the "other" US Army Special Operations Aviation Battalion—an Army National Guard unit. Highly classified and therefore less known, it was a "mirror image" special aviation unit. You didn't realize they existed because you weren't

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World supposed to know. These teachers, businessmen, lawyers, salesman, citizen soldiers, and traditional guardsmen were called the Lords of Darkness of the Oklahoma Army National Guard. The night belonged to them—and their hearts belonged to aviation.

"I had the privilege of working closely with Marvin and McKinsey for many years. This book makes Marvin come to life and perpetuates him as a role model." -Peter F. Drucker
"A wonderful book about a wonderful man. In many ways, Marvin's McKinsey framed the hypotheses in our own search for excellence—for example, passion for values, belief in people as the prime resource, and willingness to let people experiment. As well as I thought I knew Marvin, however, this

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Remarkable book, drawing on the collective memories of those who worked most closely with him, taught me a ton about how extraordinary the man really was and what made him that way. Many have called Drucker the man who invented management; I think history will conclude that both he and Marvin Bower share that pedestal." -Bob Waterman, coauthor of In Search of Excellence "Marvin Bower became a legend, not just within McKinsey & Company, but within professional services and the business world more broadly. In everything he did and said, he embodied the professional approach and the importance of values. This book sheds remarkable insight on a remarkable man and on the power of constancy of purpose." -Ian Davis, Worldwide Managing Director, McKinsey & Co. "It is as Marvin would have wanted

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it-simple, honest, fact-based, wonderful stories with a long-term perspective. An insightful read about the father of management consulting." -Lois Juliber, retired COO, Colgate-Palmolive "This book provides fascinating insight into the early days of modern management consulting. It is an extremely enlightening look at the origin of one of America's most important professions and one of America's most innovative leaders." -Thomas H. Lee, founder, Chairman, and President, Thomas H. Lee Partners L.P.

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