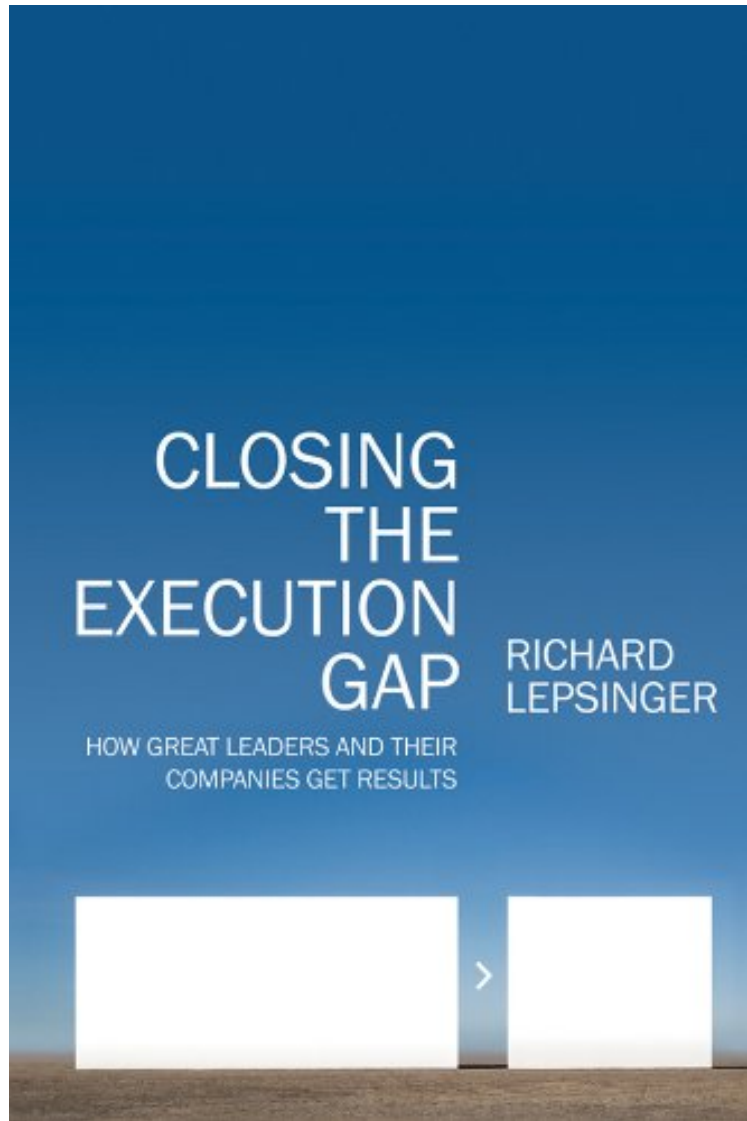


Closing the Execution Gap: How Great Leaders and Their Companies Get Results

Richard Lepsinger

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Richard Lepsinger : Closing the Execution Gap: How Great Leaders and Their Companies Get Results before purchasing it in order to gage whether or not it would be worth my time, and all praised Closing the Execution Gap: How Great Leaders and Their Companies Get Results:

0 of 0 people found the following review helpful. Looking at how to connect Strategy to Execution? ... Then this is a MUST READ !By Mark DochtermannJust when you think you have read everything about connecting Strategy to Execution, outcomes based thinking, implementing change successfully, ... along comes Rick Lepsinger with his

amazing ideas on how successful organizations are successful because they are able to "bridge" the strategy / execution gap by choosing to build six important bridges ...

- Bridge No. 1: Create and use action plans
- Bridge No. 2: Expect and get top performance
- Bridge No. 3: Hold people accountable
- Bridge No. 4: Involve the right people in the right decisions
- Bridge No. 5: Facilitate change readiness
- Bridge No. 6: Enhance cooperation and collaboration...

although organizations may have great people, competencies, plans, tools, methods, and processes, they are still creating large gaps within their organizations, by not paying attention to these very critical elements, that enable a company to execute well. Rick Lepsinger also describes the seven conflict management mistakes, which were my real nuggets from from this story-based expose (lots of great anecdotal stories in here about companies that build-bridges and companies that create-gaps):

- Mistake 1. Minimizing or ignoring others' concerns
- Mistake 2. Pulling power plays
- Mistake 3. Attacking the legitimacy of others' positions or priorities
- Mistake 4. Suppressing differences
- Mistake 5. Imposing own goals/priorities
- Mistake 6. Refusing to temporarily remove constraints
- Mistake 7. Going through the motions of managing the difference, but refusing to carry it through

This is a incredible book and I highly recommend it to anyone who wants to learn how to close these very significant gaps within their organization. Mark Dochtermann, PMP, PMI-SP, MCITP Advisicon Inc 0 of 0 people found the following review helpful. This book is "must read" By Robert Larry Bossidy and Ram Charan have said that execution is not only the biggest issue facing business today; it is something nobody has explained satisfactorily. This book has changed that. Thanks to Richard Lepsinger's book, Closing the Execution Gap, execution is no longer mysterious and no longer elusive. This book is intended for senior, midlevel and frontline leaders and helps the reader understand what motivates people and how to harness that power. By detailing the five "Bridges" and provides the tools for the "Bridge Builders" Lepsinger has detailed the roadmap to execution. 0 of 0 people found the following review helpful. A user-friendly practical guide By Vince Baglio I've read many books attempting to address the need for implementing strategy. None have come close to addressing this important need until Lepsinger wrote Closing the Execution Gap. In my opinion this book is the magic bullet all managers have been looking for. It provides practical tools in a user-friendly format in which managers at any level in their organization can identify. It is obviously a very-well researched book that adds another level of credibility for the reader. Whether you are struggling with approaching strategy implementation or simply creating and implementing performance expectations, this book is a "must read".

Praise for Closing the Execution Gap "I got half way through the introduction and was hooked. The book's premise—strategic thinking used to be a leader's main focus but surprisingly that's not enough—gave me confidence that my efforts to drive execution are not in vain. Many of the challenges that Lepsinger describes are exactly what we are experiencing and Closing the Execution Gap gave me a way to organize my thinking into actions I will take at my company. I plan to buy copies for my entire team." Mark Miller President and CEO, New Horizons Worldwide "Closing the Execution Gap is quick hitting and current. Lepsinger's 'how to' style is easy to read and apply. The examples jumped out and kept me interested and I got value out of every chapter. Companies that are interested in developing managers will use this book the way I intend to use it—as a practical guide to effective execution." Bernard Flynn President and CEO, NJM Insurance Group "As compared to many leadership books, I found Closing the Execution Gap to be refreshingly practical. I advise the reader to have their yellow highlighter at the ready. I especially liked the forthright analysis and recommendations that came with the author's look at the critical area of accountability." Harold Scharlatt Design and Delivery Manager, Center for Creative Leadership "Closing the Execution Gap has excellent information and insights that are well connected to meaningful bodies of research. Lepsinger hones in on tangible, real-world problems that many leaders will recognize and then offers practical solutions. Line managers and Learning and Development professionals will find this book of interest because it captures the critical concepts that make an organization and its people successful." Craig Dinsell EVP and Head of Human Resources, Oppenheimer Funds, Inc.

speaks to people at any level of the hierarchy, offering simple, practical tips for translating strategy into real performance. (Business Digest, September 2010). From the Inside Flap Once upon a time strategy was king. Leaders immersed themselves in the matter of planning how best to achieve their company's goals. The subject dominated the attention of senior executives and the writings of consultants and management gurus. Experts of various stripes weighed in on how to put strategic planning processes in place and transform employees at all levels into strategic thinkers. Naturally, leaders assumed all this strategizing would pay off. And yet, for too many organizations the promised results never came to pass. Quite simply, they couldn't execute. Now, the business world has shifted its focus to the consistent delivery of results. If an organization can't execute its plans and initiatives, nothing else matters: not the most solid, well thought-out strategy, not the most innovative business model, not even technological breakthroughs that could transform an industry. As it turns out, the "conventional wisdom" about what it takes to implement strategy and deliver results isn't all that wise. So what really differentiates the companies that are able to get things done day-to-day and deliver consistent results? The answer is found in the pages of Richard Lepsinger's groundbreaking book, Closing the Execution Gap. Based on extensive research and years of practical experience, the book

outlines five prerequisites for effective execution and five "Bridges" that differentiate companies that do it best. It also describes six "Bridge Builders" leaders at all levels can use to close the execution gap in their company or team and help people get things done. Specifically, it addresses: What really gets in the way of getting things done; for individuals, teams and entire companies What leaders can do to enhance their organization's ability to close the execution gap and achieve solid business results What it takes to consistently execute plans and initiatives at a day-to-day operational level The book features many case studies of companies that have a track record of effective execution (Hewlett-Packard, Costco, Procter Gamble) and those who have struggled with closing the gap between creating a vision and delivering results (Dell, American Airlines, GM). As the business world becomes more competitive and less forgiving, execution matters more than ever. This is a book for the times we live in; and one that for many companies could mean the difference between success and failure.

From the Back Cover
Praise for Closing the Execution Gap
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