

HARVARD BUSINESS REVIEW PRESS

PLAYING TO WIN

**HOW STRATEGY
REALLY WORKS**

A.G. LAFLEY

FORMER CHAIRMAN AND CEO, PROCTER & GAMBLE

ROGER L. MARTIN

DEAN, ROTMAN SCHOOL OF MANAGEMENT

Playing To Win How Strategy Really Works

Kathleen Armour



Playing To Win How Strategy Really Works:

Playing to Win A.G. Lafley, Roger L. Martin, 2013-02-05 A Wall Street Journal and Washington Post Bestseller A playbook for creating your company's winning strategy Strategy is not complex But it is hard It's hard because it forces people and organizations to make specific choices about their future something that doesn't happen in most companies Now two of today's best known business thinkers get to the heart of strategy explaining what it's for how to think about it why you need it and how to get it done And they use one of the most successful corporate turnarounds of the past century which they achieved together to prove their point A G Lafley former CEO of Procter Gamble in close partnership with strategic adviser Roger Martin doubled P G's sales quadrupled its profits and increased its market value by more than 100 billion in just ten years Now drawn from their years of experience at P G and the Rotman School of Management where Martin is dean this book shows how leaders in organizations of all sizes can guide everyday actions with larger strategic goals built around the clear essential elements that determine business success where to play and how to win The result is a playbook for winning Lafley and Martin have created a set of five essential strategic choices that when addressed in an integrated way will move you ahead of your competitors They are What is our winning aspiration Where will we play How will we win What capabilities must we have in place to win What management systems are required to support our choices The stories of how P G repeatedly won by applying this method to iconic brands such as Olay Bounty Gillette Swiffer and Febreze clearly illustrate how deciding on a strategic approach and then making the right choices to support it makes the difference between just playing the game and actually winning

Summary: Playing to Win BusinessNews Publishing, 2014-11-12 The must read summary of A G Lafley and Roger L Martin's book *Playing to Win How Strategy Really Works* This complete summary of the ideas from A G Lafley and Roger L Martin's book *Playing to Win* explains that strategy involves making simple choices In their book the authors highlight the questions that you need to answer in order to develop a winning strategy that is viable actionable and sustainable Added value of this summary Save time Understand key principles Expand your business knowledge To learn more read *Playing to Win* and find out how you can develop the best strategy and stay on top [Playing to Win: How Strategy Really Works by A.G. Lafley & Roger L. Martin](#) , Program Highlights Game changing choices that trounce the competition Why your goal must be winning not just playing well Choosing the right metrics to support your strategy Most companies aren't winning today not because of the economy rapid change or rising complexity It's because they confuse strategy with vision and don't make the critical decisions it takes to win Using the example of P&G's dramatic turnaround of its Olay skincare line A G Lafley and adviser Roger Martin prescribe a disciplined approach to five strategic choices First define your winning aspiration that is choose what you want to be the best at in P&G's case to be a leading skincare brand Then determine where you'll play P&G's mass market channel to a younger buyer This opens up your possibilities for being distinctive and helps you choose how to win P&G's unique products Then tap or develop the

capabilities to deliver what your competitors cannot Lastly identify the management systems you ll need to maintain your winning position During A G Lafley s tenure as Chairman and CEO PandG s market value grew by over 100 billion making it one of the most valuable companies in the world Roger Martin is recognized as a leading thinker in the business community and advises the CEOs of several major global corporations The two are the authors of *Playing to Win How Strategy Really Works* Workbook for playing to win : how strategy really works (a guide to A. G. Lafley's book). Pearl J. Parker,2023

Playing to Win Alan G. Lafley,Roger L. Martin,2013 Explains how companies must pinpoint business strategies to a few critically important choices identifying common blunders while outlining simple exercises and questions that can guide day to day and long term decisions The Strategy Manual Mike Baxter,2020-10-28 The Strategy Manual is a practical handbook for anyone interested in the creation management or governance of strategy It demystifies strategy and provides a step by step guide on how to do it well *Playing to Win, Expanded with Bonus HBR Articles* A.G. Lafley,Roger L.

Martin,2025-09-30 A Wall Street Journal and Washington Post bestseller A playbook for creating your company s winning strategy Now also includes two HBR articles by the authors Strategy is not complex But it is hard It s hard because it forces people and organizations to make specific choices about their future something that doesn t happen in most companies In this contemporary business classic now with a foreword from former Harvard Business Review editor in chief Adi Ignatius and new articles providing fresh insights two of today s most respected business thinkers explain what strategy is for how to think about it and how to get it done And they use one of the most successful corporate turnarounds of the past century which they achieved together to prove their point The result is a playbook for winning At its core is a set of five integrated and essential strategic choices What is our winning aspiration Where will we play How will we win What capabilities must we have in place to win What management systems are required to support our choices The authors tell rich stories of iconic P G brands such as Olay Bounty Gillette and more to clearly illustrate how deciding on a strategic approach and then making the right choices to support it makes the difference between just playing the game and actually winning **FT Guide to**

Management Ann Francke,2014-02-05 From motivating a team and developing star talent to controlling budgets and fostering innovation The Financial Times Guide to Management is your authoritative guide to becoming an effective manager Full of practical tips and advice this definitive handbook offers solutions to the everyday challenges of Managing yourself Developing communication skills and emotional intelligence Managing others Setting strategic direction Managing change Managing money resources and technology The full text downloaded to your computer With eBooks you can search for key concepts words and phrases make highlights and notes as you study share your notes with friends eBooks are downloaded to your computer and accessible either offline through the Bookshelf available as a free download available online and also via the iPad and Android apps Upon purchase you ll gain instant access to this eBook Time limit The eBooks products do not have an expiry date You will continue to access your digital ebook products whilst you have your Bookshelf installed *The*

Leadership Capital Index Dave Ulrich, 2015-10-19 When it comes to evaluating a firm leadership matters. We know that financial outcomes can predict about 50 percent of a firm's market value. Intangibles like strategy, brand, talent, R&D, innovation, risk, and so on account for the rest. But leadership underlies them all. And despite how important we know it is, we've been forced to rely on subjective and unreliable ways to measure its impact until now. In this landmark book, leadership scholar, author, and consultant Dave Ulrich proposes a leadership capital index, a Moody's or Standard and Poor's rating for leadership. Drawing on research from investors and business leaders and synthesizing the work of dozens of consulting firms and leadership experts, Ulrich analyzes two broad domains, each comprising five factors. The individual domain includes personal qualities, strategic prowess, execution proficiency, interpersonal skills, and fit between the leader's style and the organization's market promises. The organizational domain encompasses a leader's ability to create customer-focused cultures, manage talent demand, accountability, use information to gain competitive advantage, and set up work processes to deal with change. Ulrich details rigorous metrics and methods for evaluating leaders on each of these factors. The result is a groundbreaking book that will be of vital interest not only to equity and debt investors but also to boards of directors, executive teams, human resource and leadership development professionals, government, and ratings agencies, and of course to leaders themselves.

What a Unicorn Knows Matthew E. May, Pablo Dominguez, 2023-02-21 What a Unicorn Knows is your company's best guide to becoming a well-oiled, high-velocity machine for growth on its way to billion-dollar valuation. Why do some young companies become unicorns while others don't? What a Unicorn Knows is a playbook that offers a field-tested approach to delivering superior customer value and reaching unicorn status by removing the potential inhibitors to organizational scale and speed. Drawing on a mastery of lean-based methods for achieving maximum effect with minimum means, private equity operators Matthew E. May and Pablo Dominguez provide readers with a powerful framework of universally applicable principles that enable any company to effectively accelerate its ability to scale and grow. Called The Unicorn Model and built on five foundational principles, the authors deliver a compelling narrative of stories and experiences in an easy-to-remember mnemonic: Strategic, speed, Constant experimentation, Accelerated value, Lean process, Esprit de corps. Drawn from the authors' successful track record with a wide variety of unicorn-level companies, What a Unicorn Knows offers a necessary guide for rapid but lasting growth. As more companies than ever vie for unicorn status, your competitive edge will depend on learning from the best.

Unequaled James A. Runde, 2016-09-19 The real secret to career success and what it takes to get ahead is EQ. UNEQUALED is the client service professional's guide to getting ahead and achieving professional goals. You're smart and hard working, but guess what? So is everyone else. So how do you stand out? You need to distinguish yourself in order to get ahead, but simply being good at your job is not enough. Moving up is about soft skills, networking, client connections, emotional intelligence, and your personal reputation. This book is a frank and candid guide to what it really takes to succeed in the field, packed with insights, stories, and actionable tips based on the author's 40 years at Morgan Stanley. You

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Entrepreneurship Ralph F. Brueggemann, Charles H. Matthews, 2015-03-12 This book presents a new model the competency framework for students innovators entrepreneurs managers and anyone who wants to better understand the dynamic world of innovation and entrepreneurship Focused on both the individual and strategic organizational level this book is about people and the competencies each person needs to learn to be successful in creating a more dynamic future Matthews and Brueggemann's framework for innovation and entrepreneurship competencies empowers individuals to excel at innovation and new venture creation It provides a practical guide and clear and concise understanding of the knowledge skills attitudes and experiences that are needed to increase imagination creativity innovation and new venture creation capability Innovation and Entrepreneurship will be attractive for students of entrepreneurship innovation management and cross disciplinary classes such as design thinking Presented in a modular format Innovation Entrepreneurship informs the future direction of people and technology as well as the educational systems producing the next generation of innovators and entrepreneurs Based on extensive academic research this book is organized into two sections Twelve innovation elements and twelve competency categories The elements are the foundation and the competency categories are the building blocks that inform our path toward a more precise understanding of how innovation and entrepreneurship plays an important role in economic development and our daily lives **Strategic Planning for Nonprofit Organizations** Michael Allison, Jude

Kaye, 2015-04-06 The bestselling guide to nonprofit planning with proven practical advice Strategic Planning for Nonprofit Organizations describes a proven method for creating an effective organized actionable strategy tailored to the unique needs of the nonprofit organization Now in its third edition this bestselling manual contains new information about the value of plans specific guidance toward business planning and additional information about the strategic plan document itself Real world case studies illustrate different planning and implementation scenarios and techniques and the companion website offers templates tools and worksheets that streamline the process The book provides expert insight describing common misperceptions and pitfalls to avoid helping readers craft a strategic plan that adheres to the core values of the organization A well honed strategic plan helps nonprofit managers set priorities and acquire and allocate the resources necessary to achieve their goals It also provides a framework for handling challenges and keeps the focus on the organization's priorities

Strategic Planning for Nonprofit Organizations is an excellent source of guidance for managers at nonprofits of every size and budget helping readers to Identify the reasons for planning and gather information from internal and external stakeholders Assess the current situation accurately and agree on priorities mission values and vision Prioritize goals and objectives for the plan and develop a detailed implementation strategy Evaluate and monitor a changing environment updating roles goals and parameters as needed Different organizations have different needs processes resources and priorities The one thing they have in common is the need for a no nonsense approach to planning with practical guidance and a customizable framework Strategic Planning for Nonprofit Organizations takes the fear out of planning with expert guidance on the nonprofit s most vital management activity

HBR's 10 Must Reads on Strategy, Updated and Expanded (featuring "The Five Competitive Forces That Shape Strategy" by Michael E. Porter) Harvard Business Review, Michael E. Porter, W. Chan Kim, Renee A. Mauborgne, Roger L. Martin, 2025-09-02 Set a bold vision for your company and achieve it If you read nothing else on strategy read this book We ve chosen a new selection of current and classic Harvard Business Review articles that will help you understand the dynamics of competition find new sources of advantage and create and capture lasting value This book will inspire you to Align your strategic thinking with your evolving industry Spot and mitigate bias in your decision making Put purpose at the core of your strategy Discover new opportunities in the age of AI Create blue oceans that render the competition irrelevant Close the strategy to execution gap This collection of articles includes The Five Competitive Forces That Shape Strategy by Michael E Porter Blue Ocean Strategy by W Chan Kim and Renee Mauborgne Make Strategic Choices Simultaneously Not Separately by Roger L Martin Put Purpose at the Core of Your Strategy by Thomas W Malnight Ivy Buche and Charles Dhanaraj Take the Bias Out of Big Decisions by Freek Vermeulen Transient Advantage by Rita McGrath Competing in the Age of AI by Marco Iansiti and Karim R Lakhani In the Ecosystem Economy What s Your Strategy by Michael G Jacobides Why Isn t Your Strategy Sticking by Andrea Belk Olson How to Avoid the Agility Trap by Jianwen Liao and Feng Zhu Strategy in a Hyperpolitical World by Roger L Martin and Martin Reeves What You Lose with Your New Priorities by Natalia Weisz and Roberto Vassolo Turning Great Strategy into Great Performance by Michael Mankins and Richard Steele and Bringing True Strategic Foresight Back to Business by Amy Webb HBR s 10 Must Reads are definitive collections of classic ideas practical advice and essential thinking from the pages of Harvard Business Review Exploring topics like disruptive innovation emotional intelligence and new technology in our ever evolving world these books empower any leader to make bold decisions and inspire others This Updated and Expanded edition features new breakthrough articles additional short form pieces and a detailed discussion guide to give you and your team the tools you need for sustained success

Strategy That Works Paul Leinwand, Cesare R. Mainardi, 2016-01-12 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 IKEA 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

Strategy Genius Richard A D Jones, 2015-10-08 The fast track MBA in strategy Imagine having instant access to the world's smartest thinking on strategy and being shown exactly what to do to guarantee that you get your own strategy right every time Strategy Genius makes it easy to apply what researchers know about strategic thinking to the real world 40 chapters based on hundreds of cutting edge business and psychology research projects reveal what works and what doesn't work in strategy Each of the 40 chapters is a mini masterclass in strategic thinking explaining the research and showing you how to apply it for yourself In business conventional wisdom often says one thing while research says another Strategy Genius cuts through the noise to bring you proven research and techniques for applying it that will simply make you a better strategist Quick to read and intensely practical this book will bring a little strategy genius into your day Strategy is one of those topics that many people talk about without having much idea what they mean Richard Jones is one of the exceptions A very good book I recommend it strongly Peter Hiscocks CEO Judge Business School Executive Education University of Cambridge Genius conflated into something you can understand A bit like Richard really Michael Wilson Director of Business and Economics Editor Arise Global Networks

5 Years of Must Reads from HBR: 2020 Edition (5 Books) Harvard Business Review, Michael E. Porter, Joan C. Williams, Adam Grant, Marcus Buckingham, 2020-02-04 Five years worth of management wisdom all in one place Get the latest most significant thinking from the pages of Harvard Business Review in 5 Years of Must Reads 2020 Edition Every year HBR editors examine the ideas insights and best practices from the past twelve months to select the definitive articles that have provoked the most conversation the most inspiration and the most change From how you can lead with authenticity by moving past your comfort zone to engaging customers and employees alike with the help of artificial intelligence to scaling your agile processes from a handful of teams to hundreds the articles in this five book collection will help you manage your daily challenges and meet the changing competitive landscape head on Books in the HBR 10 Must Reads series offer essential reading selected from the pages of Harvard Business Review on topics critical to the success of every manager Each book is packed with advice and inspiration from leading experts such as Clayton Christensen Michael Porter W Chan Kim Renee Mauborgne Herminia Ibarra Marcus Buckingham Roger Martin Adam Grant Thomas Davenport and Katrina Lake Company examples range from P G DHL

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Implementing World Class IT Strategy Peter A. High, 2014-08-21 The actionable guide for driving organizational innovation through better IT strategy With rare insight expert technology strategist Peter High emphasizes the acute need for IT strategy to be developed not in a vacuum but in concert with the broader organizational strategy This approach focuses the development of technology tools and strategies in a way that is comprehensive in nature and designed with the

concept of value in mind The role of CIO is no longer just to manage IT strategy instead the successful executive will be firmly in tune with corporate strategy and a driver of a technology strategy that is woven into overall business objectives at the enterprise and business unit levels High makes use of case examples from leading companies to illustrate the various ways that IT infrastructure strategy can be developed not just to fall in line with business strategy but to actually drive that strategy in a meaningful way His ideas are designed to provide real actionable steps for CIOs that both increase the executive s value to the organization and unite business and IT in a manner that produces highly successful outcomes Formulate clearer and better IT strategic plans Weave IT strategy into business strategy at the corporate and business unit levels Craft an infrastructure that aligns with C suite strategy Close the gap that exists between IT leaders and business leaders While function innovation and design remain key elements to the development and management of IT infrastructure and operations CIOs must now think beyond their primary purview and recognize the value their strategies and initiatives will create for the organization With Implementing World Class IT Strategy the roadmap to strategic IT excellence awaits

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