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uncertain and  
complex almost

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Beyond the day, it's never been more important—or more

difficult—to choose the right approach to strategy. In

this book, The Boston

Consulting Group's Martin Reeves, Knut Haanæs, and

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Janmejaya Sinha  
offer a proven  
method to  
determine the  
strategy  
approach that is  
best for your  
company. They  
start by helping  
you assess your  
business  
environment—how  
unpredictable it  
is, how much

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power you have  
to change it,  
and how harsh it  
is—a critical  
component of  
getting strategy  
right. They show  
how existing  
strategy  
approaches sort  
into five  
categories—Be  
Big, Be Fast, Be  
First, Be the

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Orchestrator, or simply Be Hockey Stick People Probabilities And Big Moves To Beat The Odds

Viabile—depending on the extent of predictability, malleability, and harshness.

In-depth explanations of each of these approaches will provide critical insight to help you match your

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approach to  
strategy to your  
environment,  
determine when  
and how to  
execute each  
one, and avoid a  
potentially  
fatal mismatch.  
Addressing your  
most pressing  
strategic  
challenges,  
you'll be able

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Beyond The  
to answer  
questions such  
Hockey Stick  
as: • What  
People  
replaces  
Probabilities  
planning when  
And Big Moves  
the annual cycle  
To Beat The  
is obsolete? •  
Odds  
When can we—and  
when should  
we—shape the  
game to our  
advantage? • How  
do we  
simultaneously

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implement  
different  
strategic  
approaches for  
different  
business units?

- How do we  
manage the

inherent  
contradictions  
in formulating  
and executing  
different  
strategies

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across multiple  
businesses and  
geographies?

Until now, no  
book brings it  
all together and  
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for

understanding  
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Solving complex problems and selling their solutions is critical for personal and organizational success. For most of us, however, it doesn't come naturally and we haven't been

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taught how to do it well. Research shows a host of pitfalls trips us up when we try: We're quick to believe we understand a situation and jump to a flawed solution. We seek to confirm our hypotheses and ignore

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evidence. We  
Hockey Stick  
view challenges  
People  
incompletely  
Probabilities  
through the  
And Big Moves  
frameworks we  
To Beat The  
know instead of  
Odds  
with a fresh  
pair of eyes.  
And when we  
communicate our  
recommendations,  
we forget our  
reasoning isn't

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obvious to our  
audience. How  
can we do it  
better? In  
Cracked It!,  
seasoned  
strategy  
professors and  
consultants  
Bernard  
Garrette, Corey  
Phelps and  
Olivier Sibony  
present a

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rigorous and  
practical four-  
step approach to  
overcome these  
pitfalls.

Building on  
tried-and-tested  
(but rarely  
revealed)

methods of top  
strategy  
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examples, the  
People  
authors guide  
Probabilities  
readers through  
And Big Moves  
each step in the  
To Beat The  
process: from  
Odds  
how to state,  
structure and  
then solve  
problems to how  
to sell the  
solutions.

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engaging style  
by a trio of  
experts with  
decades of  
experience  
researching,  
teaching and  
consulting on  
complex business  
problems, this  
book will be an  
indispensable  
manual for  
anyone

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interested in  
creating value  
by helping their  
organizations  
crack the  
problems that  
matter most.

A member of the  
Inter-  
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Panel on Climate  
Change examines  
the fossil-fuel

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industry's  
public relations  
Hockey Stick  
campaign to  
People  
discredit the  
Probabilities  
science of  
And Big Moves  
climate change  
To Beat The  
and deny the  
Odds  
reality of  
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problem solving  
is at the very  
top of the list  
of essential  
skills for  
career  
progression in  
the modern  
world. But how  
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is taught in our  
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universities,

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organizations  
comes up short.  
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The One Skill  
That Changes  
Everything  
you'll learn the  
seven-step  
systematic  
approach to  
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outlined in this  
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book is based on  
Probabilities  
a highly visual,  
And Big Moves  
logic-tree  
To Beat The  
method that can  
Odds  
be applied to  
everything from  
everyday  
decisions to  
strategic issues  
in business to  
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challenges. The authors, with decades of experience at McKinsey and Company, provide 30 detailed, real-world examples, so you can see exactly how the technique works in action. With this bulletproof

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approach to  
defining,  
unpacking,  
understanding,  
and ultimately  
solving  
problems, you'll  
have a personal  
superpower for  
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compelling  
solutions in  
your workplace.  
Discover the

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time-tested  
7-step technique  
to problem  
solving that top  
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professionals  
employ Learn how  
a simple visual  
system can help  
you break down  
and understand  
the component  
parts of even  
the most complex

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Beyond Build  
team  
Hockey Stick  
brainstorming  
People  
techniques that  
Probabilities  
fight cognitive  
And Big Moves  
bias, streamline  
To Beat The  
workplanning,  
Odds  
and speed  
solutions Know  
when and how to  
employ modern  
analytic tools  
and techniques  
from machine

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Beyond The game  
theory Learn how  
to structure and  
communicate your  
findings to  
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audiences and  
compel action  
The secrets  
revealed in  
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Problem Solving  
will transform  
the way you

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problems and  
Hockey Stick  
take you to the  
People  
next level of  
Probabilities  
business and  
And Big Moves  
personal  
success.

To Beat The  
Odds  
How to close the  
gap between  
strategy and  
execution Two-  
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executives say

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their  
organizations  
Hockey Stick  
don't have the  
People  
capabilities to  
Probabilities  
support their  
And Big Moves  
strategy. In  
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Works, Paul  
Leinwand and  
Cesare Mainardi  
explain why.  
They identify  
conventional  
business

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Beyond The Hockey Stick  
Practices that unintentionally create a gap between strategy and execution.

Probabilities And Big Moves  
To Beat The Odds  
And they show how some of the best companies in the world consistently leap ahead of their competitors.

Based on new

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Beyond The Hockey Stick People Probabilities And Big Moves To Beat The Odds

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

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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 •

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Beyond The Hockey Stick  
People  
Invest where it matters instead of going lean across the board

Probabilities  
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To Beat The Odds  
• Shape the future instead of reacting to it Packed with tools you can use for building these five practices into your organization and

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of companies  
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that are known  
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strategy work,  
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