

# Contents

	Introduction	1
	The Transformation Challenge	
1.	Once Upon a Time in Transformation	17
	Profiles of selected companies in transformation	
2.	What Got You Here May Kill You There	25
	Letting go of legacy success in order to prosper in the future	
3.	Yesterday's Leadership Skills May Prevent Tomorrow's Success	43
	Aligning leadership with transformation	
4.	There Is No Strategy If Nobody Knows What to Do	67
	Translating strategy into action moving forward	
5.	Transforming Strategy Requires More Than Expensive Software	83
	How to keep from being a fool with a tool	
6.	Transform Human Resources into a Strategic Advantage	99
	How to engage HR at a strategic level	
7.	Your Customers Are Always Right, Except When They Aren't	115
	Doing what is right for customers even when it is not what they asked for	

vi CONTENTS

---

8.	Don't Let Analysts Run Your Business	137
	Pleasing the street is not always what it's cracked up to be	
9.	<i>Merger</i> Is Not a Four-Letter Word	155
	How to reduce the risk of value loss in merging companies	
10.	Who Melted My Cheese?	181
	How to deal with the mixture of two different recipes for success	
11.	Spin Is Overrated for Creating Value	197
	Replacing rhetoric with real communication	
12.	Consultants Are Not an Excuse for Not Knowing Your Business	213
	How to engage professional services for maximum return	
	Conclusion	237
	Next steps in creating better models and methods to transform organizations	
	Acknowledgments	261
	About the Authors	265
	Index	269



Executing Your Business  
Transformation

