



Ruthless Execution 2.0 *How Great Companies Manage Through Turbulent Times*

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Hitting the wall is a rude awakening that occurs when a company has enjoyed consistent high-level performance, but comes up against some new factor: a downward turn in the economy, a lack of product innovation, growth that occurs too rapidly, a missed market opportunity, or as is most often the case, ineffective execution. In many cases, the business leaders don't even see these factors coming, and can be blinded by preceding periods of strong performance.

Unfortunately, most business transformation efforts of companies that have “hit the wall” start fast but lose their momentum, usually being relegated to the ‘strategy shelf’ within the first two years. In today’s marketplace, the best organizations are continuously transforming, have a keen focus on the success of their customers, and have leadership (both at the board level and operational level) that challenge the status quo by actively pursuing technology-enabled innovation to create new value. The practices we talk about in this book must become part of the corporate DNA vs. one-off events.

Indeed, hitting the wall **has** become a new business norm, and with economic conditions as volatile as they are today, business reversals are haunting the leadership of more and more companies. However, there are the few business leaders that have discovered the secrets of recharging growth and innovation and have **broken through their own performance walls**. These leaders demonstrate common behavior patterns that can be summed up neatly with the phrase **ruthless execution**. The bottom line is that business leaders need not change what they are about - and need not alter their personalities. The answer lies in changing **what they do** and **what they focus on**.

This book tries to offer guidance on how today’s successful business leaders have navigated their organizations to achieve these **breakthrough results**. Our hope is that after reading this book, you will feel that it is possible to apply these same business practices into your organization, creating the same **ruthless execution engine** we’ve witnessed from these leaders.