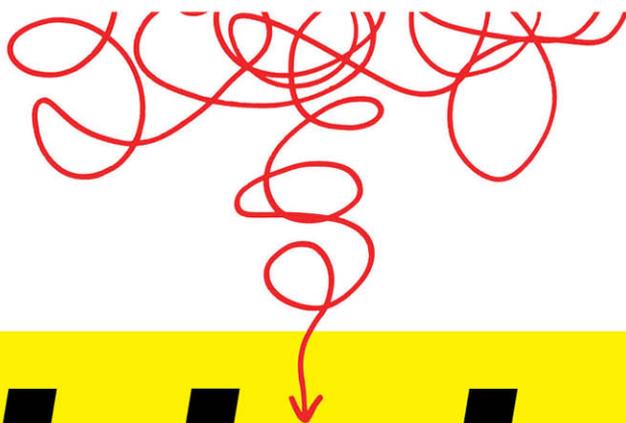


"To win in today's hyper-tough, global business environment, you'd better outthink your competitors . . . Think to Win shows you how."

—JAMES M. KILTS, Cofounder Centerview Capital, Former CEO of Kraft, Nabisco and Gillette, and Former Vice Chairman of Procter & Gamble



Unleashing the Power of Strategic Thinking



Think to

Win

Paul Butler

John Manfredi

Peter Klein

Praise for *Think to Win*

“If you’re going to win in today’s hypertough, global business environment, you’d better outthink your competitors. And *Think to Win* shows you how. It’s the winning approach I’ve used to turn around companies like Nabisco and Gillette and to launch several new billion-dollar businesses.”

James M. Kilts, cofounder Centerview Capital, former CEO of Kraft, Nabisco, and Gillette, and Vice Chair of Procter & Gamble.

“For CEOs and all leaders who want to outthink their competitors, *Think to Win* is a good place to start. The book is loaded with practical concepts and best practices from world-class companies and leaders that can be easily applied to any business. A wonderful read for action-oriented leaders.”

James D. White, Chairman, President, and CEO, Jamba Juice

“*Think to Win* is a winning and elegantly simple approach for cracking the code on thorny strategic issues—pragmatic, straightforward, and powerfully insightful.”

Douglas R. Conant, founder and CEO Conant Leadership, Chairman of Avon Products, former President and CEO of Campbell Soup Company, and coauthor of Touch Points

“*Think to Win* is a winner. It unlocks thinking to galvanize people and companies to thoughtful actions that produce great results. The Think to Win approach of fundamental principles joined with a disciplined process can jump-start stalled businesses and ignite global opportunities.”

Irene Rosenfeld, Chairman and CEO, Mondelez International

“Nothing needs solid strategic thinking more than health care insurance. *Think to Win* is a great place to find the clear principles, disciplined process, and vision that would make a huge difference.”

Francis S. Molloy, former Chief Operating Officer, NY Blue Shield

“Think to Win turns strategic thinking into action and results. For leaders and those who want to be leaders, *Think to Win* offers a proven model that combines clear principles with a disciplined process to achieve superior performance. I’ve used the Think to Win approach to revitalize stagnant businesses, turn around troubled ones, and ignite global growth opportunities. *Think to Win* engages an organization in understanding the realities of the situation, aligning on goals, and driving improvement.

*Daryl Brewster, President and CEO, CECP and former CEO,
Krispy Kreme*

“With so much information and noise coming at us every second of the day, it’s good to have a book that gives us a workable, practical approach for creating a vision and grasping the insights to guide us to success. *Think to Win* not only provides the formula for winning, it also is filled with real world examples to illustrate it.”

*Gary Vaynerchuk, cofounder and CEO of VaynerMedia, a
Digital/Social Media Brand Agency, Video Blogger, Co-Owner of
WineLibrary, author, and public speaker.*

“In very simple, basic, and easy-to-understand examples, *Think to Win* provides a proven framework to help leaders make the right strategic choices, develop a clear integrated plan of action, and, importantly, a methodology to align the entire organization to focus on what really matters in order to win.”

*Ed Shirley, former President and Chief Executive Officer Bacardi
Limited, former Vice Chairman, Procter & Gamble, Global
Beauty and Grooming.*

“Think to Win distills the authors’ decades of experience in turning around troubled businesses and igniting growth in mature businesses into a practical approach that engages and empowers the entire organization to think strategically and act with urgency. Its real-world case histories are as entertaining as they are instructive.”

*Bryan G. Stockton, former Chairman and Chief Executive
Officer, Mattel, Inc.*

“*Think to Win* demonstrates that winning is not just about planning. The best-laid plans are worthless unless they’re communicated broadly, understood widely, and viewed with a sense of urgency to act. This book gives us the essentials for bringing everything together—from thinking to planning to acting to winning.”

Brian Kelley, President and CEO, Keurig Green Mountain

“*Think to Win* shows business leaders how to extend strategic thinking out of the purview of the ‘elite few’ and into the company culture as a whole. It’s a simple, proven approach to analyzing and solving old or new challenges and provides a common language anyone at any level in the organization can understand.”

*Joseph E. Scalzo, President and Chief Executive Officer,
Atkins Nutritionals, Inc.*

“For those leaders who have struggled to improve strategic thinking throughout their organizations, *Think to Win* provides a tried and tested approach that works with companies large and small. And since the best-thought-out plans in the world are worthless unless you make them happen, *Think to Win* has a roadmap for executing with excellence.”

*Richard H. Lenny, former Chairman and CEO,
The Hershey Company*

“*Think to Win* shows the benefits of thinking both strategically and simply. The ability to think-plan-act with clarity makes a difference. Organizations perform better over time with leaders and managers who can spot and avoid things that are distractions and time-wasters and focus on the few things that produce sustained results.”

*John A. Quelch, Harvard Business School, Charles Edward
Wilson Professor of Business Administration*

“If you want to help your organization grow, *Think to Win* is a must-read book. With the constantly changing demands of all business, day-to-day challenges dominate our lives. But strategic thinking has never been more important. And *Think to Win* shows how strategic thinking can become part of the fabric of every organization and every person in it.”

Kelly J. Haecker, The WhiteWave Foods Company, Chief Financial Officer and Executive Vice President

“*Think to Win* is more than a fool-proof approach for making strategic thinking accessible to everyone. It’s a way of looking at all aspects of business with an open mind that challenges all assumptions, engages the entire organization, and drives superior performance.”

Jim Holbrook, President and CEO, Post Consumer Brands

“*Think to Win* shows business leaders the importance of ensuring strategic thinking is not viewed as the purview of the “elite few” and is embedded in the company culture as a whole. It’s a simple, proven approach to analyzing and solving old or new challenges and provides a common language anyone at any level in the organization can understand. This is the key to turning strategy into execution and delivering superior marketplace results.”

Sandra (Sandi) E. Peterson, Johnson & Johnson Group Worldwide Chairman and member of the Executive Committee.

“Paul, John, and Peter have hit a home run with *Think to Win*. Strategy is not about budgeting, and it’s not executing to incremental goals. It’s thinking differently about what can be done and how to make that happen. What’s needed is different thinking combined with a shared language and tools to make it happen. They’ve pulled it off. *Think to Win* is about how to differentiate your business in the eyes of target customers and create the conditions where they would rather work with you than with anyone else. This is so much easier said than done. The good news is the authors have been implementing these ideas for many years and have a track record of success.”

Norm Smallwood, coauthor of Results-Based Leadership and The Leadership Code

“The five principles of *Think to Win* are a game changer in strategic thinking. The brilliance is in the simplicity of the process, which begins by ensuring you ask the right questions so you identify the right area to focus upon. This book is practical, filled with case examples and how-tos. The process works for organizations and for individuals. Utilizing these five principles is definitely a formula for winning!”

Dana Robinson, coauthor of Performance Consulting and Strategic Business Partner

“*Think to Win* is powerful and insightful. Applying the principles of *Think to Win* allows leaders to move their businesses forward by knowing what’s most important for their consumers and customers and then acting.”

Rob De Martini, President and Chief Executive Officer, New Balance Inc.

“*Think to Win* is an important and timely book. The principles and practices outlined by the authors, when applied to any organization, will not only build capability in leaders to quickly identify and address business challenges, they also serve to unify organizations around a common language. All are essential to win in the marketplace.”

Edward F. Lonergan, former Chief Executive Officer of Chiquita Brands International, Inc. and Diversy, Inc.

“*Think to Win* is that one book that every executive must read and must have their teams read. Their model for strategic thinking is a proven approach to help teams face complex business challenges and achieve extraordinary results. Their approach can be easily implemented and woven into the fabric of an organization so that this becomes the way you think and work.”

Andrea G. Procaccino, CMT, Vice President and Chief Learning Officer, New York Presbyterian Hospital

“Smart and simple. Those two words describe the *Think to Win* philosophy and approach. In our hyper-accelerated world, we need a durable yet flexible approach to making the right things happen to grow and sustain our business. *Think to Win* gets after the right balance of discipline, focus, alignment, and flexibility. Finally, a model that focuses on outcomes, not just activity.”

*Joe Garbus, Vice President of Talent and Leadership,
Celgene Corporation*

“*Think to Win* is a wonderful resource for leaders who want to create an atmosphere where there is an openness and willingness to share knowledge and develop effective strategies that deliver great results.”

*Dr. Leon Bruner, Senior Vice President for Scientific and
Regulatory Affairs and Chief Science Officer,
Grocery Manufacturers Association.*

THINK TO WIN

UNLEASHING THE POWER OF
STRATEGIC THINKING

**PAUL BUTLER
JOHN MANFREDI
PETER KLEIN**



New York Chicago San Francisco Athens London
Madrid Mexico City Milan New Delhi
Singapore Sydney Toronto



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Chapter 2 Exercises

Here are some questions and exercises to guide you in applying the TTW principles. As you spend time with each of the principles, your overall competence with thinking strategically will improve. So spend the time and the results will follow.

Mastering the Five Principles

Building an organization with strategic thinking capability starts with creating a new mindset, both for yourself and for your colleagues. This mental transformation begins with our five guiding principles that lead the way in helping you think differently. They underlie every step in the TTW process.

Challenge Assumptions

Having an open mind is a necessity. It starts with an exploration of what you might be taking for granted. Peel away any built-up layers of assumptions by asking how they came to be accepted, and envisioning what would happen if they were not.

Begin by asking the *what if?* and *why?* questions:

- ▶ Why did we see the need for this decision in the past?
- ▶ What if we do things differently?
- ▶ What if our biggest competitor were in this room; what would he or she say about us?
- ▶ What if we reimagine things radically? What if we create a new market segment?
- ▶ What if I owned this business? What would I do differently?

Exercise: “From Then to Now”

Continue with the following actions:

- ▶ Ask the person in the room with the most experience to describe what the business, culture, and attitude were like when he or she first arrived.
- ▶ Progress to the next most senior person to describe differences now versus when he or she started.

- ▶ Continue to record differences as the length of service shortens.
- ▶ At the end of the exercise, ask what was learned? What if things hadn't changed? Where would we be today?

Scope the Issue

First ask at what level does the problem exist?

- ▶ Is it a companywide issue?
- ▶ Is it within my business unit?
- ▶ Is it a team and/or departmental concern?
- ▶ What is within my circle of influence? My circle of concern?
- ▶ Who is the "person" who could begin to address this issue best?
- ▶ What is within scope? What is out of scope?

Rely on Facts and Data

Meaningful decisions and conclusions are drawn from clear and precise information. Develop a heightened awareness of how to spot opinion and speculation that may be disguised as data:

- ▶ Use facts to make decisions and reach meaningful, valid conclusions.
- ▶ Drive for clarity on any opinion-based statements.
- ▶ Ask for clarity/quantification with colleagues. Words or phrases such as *best*, *great*, *competitive edge*, and *best informed* should be challenged. Always ask: What's the evidence?

Focus on the Vital Few

Thinking to win means making the deliberate choice not to tackle everything at one time. Prioritizing and working on the vital few always works best.

- ▶ Narrow conclusions down to the vital few—use the 90-10 rule.
- ▶ What are the themes coming out of your analysis?
- ▶ What did you learn?
- ▶ Which conclusions are the most important? Create a statement for each.

Connect the Dots

Thinking to win means looking both ways. There should be a clear line of sight throughout the entire process, from beginning to end. You and your colleagues need to see and understand the linkage from one step to another, both forward and backward.

- ▶ What informed your goals and strategies? Is there anything you learned about your competitor that is missing from your strategies?
- ▶ Visually show linkages between your analysis and your solutions. In your documents, color code relationships between goals and strategies and analysis.
- ▶ Print PowerPoint pages and align them horizontally. Can you track ideas from start to finish?

Organizational Assessment

Use the following table as a checklist for identifying TTW principles and practices. This will help you to better understand where you need to focus your energies. To get an idea of where you stand, read through each statement and jot down a rating of 1 to 5:

Concept/Process	Scale: 1 = Low, 5 = High
Challenging Assumptions: To what extent do I encourage myself and others to reimagine aspects of previous assumptions; a willingness/eagerness to challenge them and raise new issues?	
Scoping the Issue: To what extent do I articulate between function, level, or teams to address the right issues within my control?	
Facts Versus Opinions: To what extent do I consistently seek clarity on or support evidence to go beyond generalizations such as “best in our market”?	
Focusing on the Vital Few: To what extent do I consolidate my analysis into 3 themes that raise issues to address?	
Linkage: To what extent do I “connect the dots” between analysis, conclusions, implications, goals, and strategies?	

Review individual items. Look for items where you scored lower (3 and below) and think about the following questions:

- ▶ What do I believe is driving the score?
- ▶ What do I need to stop, start, or continue doing?
- ▶ What do I want the result to be?

ABOUT THE AUTHORS

Paul Butler is the founder and managing director of GlobalEdg LLC.

John F. Manfredi founded the strategic consulting and communications group Manloy Associates and coauthored *Doing What Matters: How to Get Results That Make a Difference*.

Peter Klein is the founder of the growth-management consultancy PK Associates.

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