

CONTENTS

<i>Preface</i>	<i>vii</i>
<i>Acknowledgments</i>	<i>xi</i>
1. Introduction	1
2. Develop the Strategy	35
3. Plan the Strategy	69
4. Strategic Initiatives: Launching the Strategy into Motion	103
5. Aligning Organizational Units and Employees	125
6. Plan Operations: Align Process Improvement Programs	157
7. Plan Operations: Sales Forecasts, Resource Capacity, and Dynamic Budgets	185
8. Operational and Strategy Review Meetings	221
9. Meetings to Test and Adapt the Strategy	251
10. The Office of Strategy Management	281
<i>Index</i>	<i>305</i>
<i>About the Authors</i>	<i>319</i>