
Preface—Focusing on Results

There are an endless number of books on strategy work and also on the topics of leadership, implementation and project management, not to forget change management. Reading them, however, basically only communicates what I as a management consultant have myself experienced during many strategy and implementation projects—the main focus of practical work and theory is the “input” and not what really matters—the result. Management primarily concentrates on single issues and the corresponding plans and activities developed to address them and the majority of the relevant literature also focuses on individual questions or methods. The only thing, however, which matters with regard to the implementation of strategies and the success of changes are the results which they should achieve.

Viewed in this light the methods employed within the scope of implementation and change projects should also be understood as merely a means to an end; as instruments which exist not in their own right but rather which are used to achieve a specific goal. In contrast, most books, and also companies, frequently treat methods as guarantees of success which must be adhered to unconditionally and without any critical scrutiny—irrespective of the type of change process concerned.

In this book I would, in contrast, like to demonstrate why absolutely the only thing which strategy implementation or changes should concentrate on is their goal, from which everything must be derived. The path to finding this goal requires arduous consideration and reflection as well as also a significant degree of consistency within the scope of the course of action.

My book is intended to show you how to keep your focus on your desired goal and to arrive at unconventional solutions—in other words ones which have not yet been defined or implemented. The suggestions and stimuli which I would like to provide are, in the final analysis, intended to assist you in leveraging your implementation project’s productivity to a new level.

I wish you every success with your future implementation projects.

Hamburg, July 2013

Yours
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<http://www.springer.com/978-3-642-42035-1>

Implementation Management
High-Speed Strategy Implementation
Kolbusa, M.
2013, XII, 186 p. 45 illus., Hardcover
ISBN: 978-3-642-42035-1