



# Seven Strategy Questions: A Simple Approach for Better Execution

*Robert Simons*

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To stay ahead of the pack, you must translate your organization's competitive strategy into the day-to-day actions carried out in your company. That means channeling resources into the right efforts, achieving the right balance between innovation and control, and getting everyone pulling in the same direction. How to keep all this on track?

Identify critical gaps in your strategy execution processes, focus on the most important choices you must make, and understand what's at stake in each one. In this concise guide, Harvard Business School professor Robert Simons presents the seven key questions you and your team must continually ask, beginning now.

These questions--including "Who is our primary customer?" "What critical performance variables are we tracking?" and "What strategic uncertainties are keeping us awake at night?"--force you to reexamine the emerging data and unspoken assumptions underlying your strategy and how it's implemented through your business processes and structures. Simons's extensive examples then help you understand your options and position you to make the tough choices needed to excel at execution.

Drawing on decades of research into performance management systems and organization design, Seven Strategy Questions is a no-nonsense, must-read resource for all leaders in your organization.

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