



# **The New How [Paperback]: Creating Business Solutions Through Collaborative Strategy**

*Nilofer Merchant*

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## What people are saying about *The New How*

"How are you going to get rid of your Air Sandwich if you don't even know what it is? Provocative and practical at the same time."

--Seth Godin, author of *Linchpin*

"*The New How* is informative and provides exciting insights because the suggestions are practical and doable. Merchant gets the new reality--leadership fails not so much from flawed strategy as it does from failed processes of engagement from those responsible for implementing the strategy. In high-performing organizations, everyone acts like a leader, and they own the strategy and take actions to ensure its success. If you care about making a difference, read this book."

--Barry Posner, author of *The Leadership Challenge*

"Collaboration is a powerful, competitive weapon: this book shows you how to use it to win markets."

--Mark Interrante, VP Content Products, Yahoo, Inc.

"In a world in which the pace of change is ever quickening, collaboration, not control, is the route to a successful organization. This book tells you how to make your organization collaborative. And Nilofer Merchant's writing is a model of clarity."

--Barry Schwartz, author of *The Paradox of Choice: Why More Is Less*

"Want to transform your organization into a collaborative enterprise? Nilofer Merchant provides insightful and practical strategies in *The New How*."

--Padmasree Warrior, CTO, Cisco Systems, Inc.

"Merchant's book is a practical guide for the journey from strategy to implementation. The collaborative tools described here can help companies reach strategic success--and avoid pitfalls along the way."

--Tom Kelley, General Manager, IDEO, and author of *Ten Faces of Innovation*

Once in a generation, a book comes along that transforms the business landscape. For today's business leaders, *The New How* redefines the way companies create strategies and win new markets.

Management gurus have always said "people matter." But those same gurus still relegate strategy to an elite set of executives who focus on frameworks, long presentations, and hierarchical approaches. Business strategy typically has been planned by corporate chiefs in annual meetings, and then dictated to managers to carry out. *The New How* turns that notion on its head. After many years of working with Apple, Adobe, HP, and many other companies, Nilofer Merchant discovered the secret sauce: the best way to create a winning strategy is to include employees at all levels, helping to create strategy they not only believe in, but are also equipped to implement.

In *The New How*, Nilofer shows today's corporate directors, executives, and managers how they can transform their traditional, top-down approach to strategy planning and execution into collaborative "stratecution" that has proven to be significantly more effective.

- Enhance performance and outcomes by deflating the "air sandwich" between executives in the boardroom and employees
- Recognize that strategy and execution are thoroughly intertwined
- Understand how successful strategy is founded in effective idea selection-a pile of good ideas doesn't necessarily build good strategy
- Create company strategy and link it to targeted execution, using the practical models and techniques provided

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#### **Carol Ray:**

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#### **Jean Proffitt:**

Spent a free time and energy to be fun activity to do! A lot of people spent their spare time with their family, or their friends. Usually they accomplishing activity like watching television, going to beach, or picnic inside the park. They actually doing same task every week. Do you feel it? Do you wish to something different to fill your current free time/ holiday? Can be reading a book might be option to fill your cost-free time/ holiday. The first thing you ask may be what kinds of publication that you should read. If you want to test look for book, may be the reserve untitled The New How [Paperback]: Creating Business Solutions Through Collaborative Strategy can be excellent book to read. May be it can be best activity to you.

#### **Russell Pittman:**

People live in this new time of lifestyle always aim to and must have the spare time or they will get large amount of stress from both lifestyle and work. So , once we ask do people have free time, we will say absolutely yes. People is human not really a robot. Then we request again, what kind of activity have you got when the spare time coming to you of course your answer may unlimited right. Then ever try this one,

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