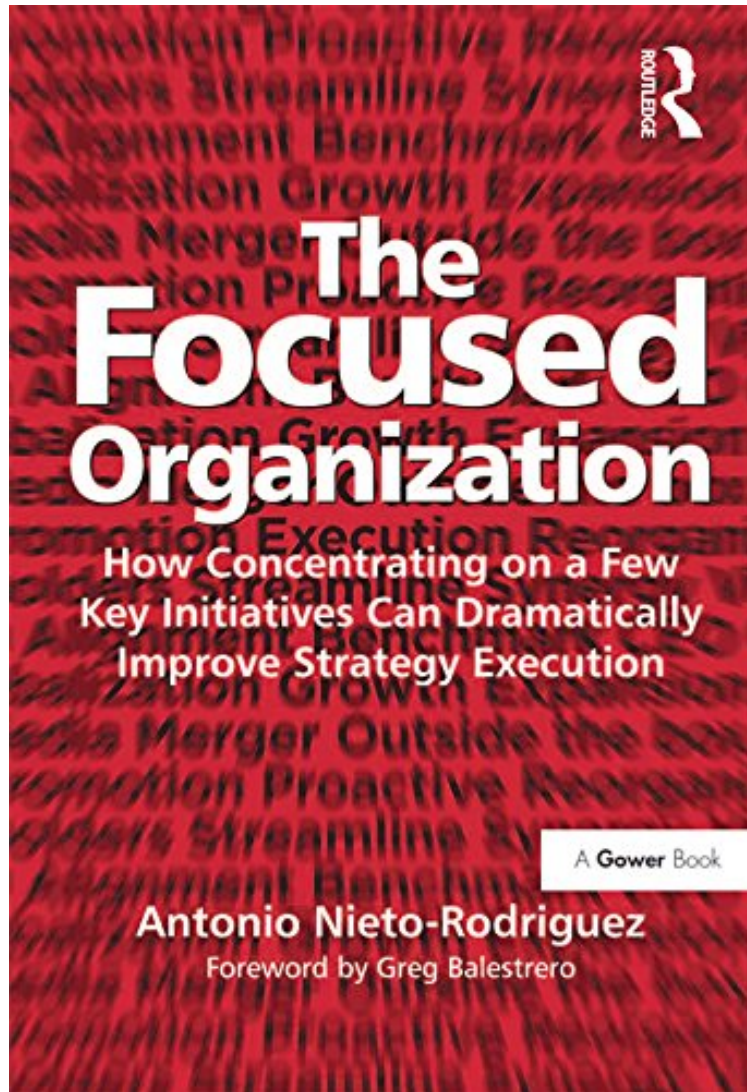


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The Focused Organization: How Concentrating on a Few Key Initiatives Can Dramatically Improve Strategy Execution

Antonio Nieto-Rodriguez

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the book that released a few months ago Antonio Nieto-Rodriguez and I have to confess that I was taken back to the days when, together with other executives directors, we tried to find out formulas to create and add value to our Company. Indeed, THE FOCUSED ORGANIZATION is a compendium of ideas, tips, comments and methods to guide the readers, usually responsible managers of any department or business firm, to the right path of success in the implementation of their strategy, through a persistent focus on some key initiatives. The book describes in a clear manner a new paradigm: "how to move from the existing run-the-business approach to the new change-the-business concept" Often, managers of some corporations have difficulties to understand the contradiction, or rational incompatibility, between the concepts "diversification versus focus". The book demonstrates that both concepts can be properly managed and successfully implemented. Antonio Nieto-Rodriguez goes in his book through a variety of totally new topics, managed with a logical and knowledgeable praxis, in such a way that the reader has no difficulty to understand the substance, the meaning of the new concept. In the creation of the book, Antonio Nieto-Rodriguez, has compiled a huge amount of existing paradigms formulated from eminent "gurus" among which Taylor, Ford or Michael Porter, as well as a lot of documentation from the most relevant institutions. All of the above, together with his large experience and his innovative thinking, has given as a result THE BOOK. The book provides to the readers a new vision of how to improve strategy execution, by focusing on a few initiatives, becoming an indisputable management tool for executives and general managers of any contemporary Corporation. Antonio Nieto-Rodriguez is an expert in strategy execution and project management. His expertise in managing mergers and integration, couple with his ability in teaching managers and students around the world, makes him an authority in those matters. F. de Miguel Ex: CEO of Van Leer, President Greif's ICD, Counselor of Greif's CEO, Member of the Mauser's Supervisory Board. Spain, February 2013. The book can be found at Grower Publishing Limited. 1 of 2 people found the following review helpful. Increase the value of your company being FOCUSED with PPM use By PBe. I found the book very interesting, and it can be usefull for me to open it frequently. So like with other Favorite book I will get a lighter version of it ... numeric. I specially like the description of company organization, the explanation for the lack of acknowledgment of PM professional, the summarize of PM failures and the recommendation to be FOCUSED. Few things especially touch me: - I did the same statement simultaneously in my worldwide consulting company and on a client account few years ago. That's what decided me to focus on PPM discipline, with results. - The difficulties I encounter to provide transversally inside my company the PPM values with HR acknowledgment, due to the classical opposition between the vertical 'Run the business' Account Management side with specific skills resources pools, and my X-functional native approach of collaborative skills and market needs. - The fact that since more than a year now my company is being transformed by our new executive board with a FOCUSED approach of our global business ... and that PPM discipline is dynamizing strongly our traditional PM business consulting offer. I encourage each CEO/CFO/COO/CIO to take time to read this book and thought about the benefits they will add to their company, stakeholders and employees being FOCUSED with the use of PPM discipline.

In The Focused Organization Antonio Nieto-Rodriguez shows you how fewer, more effectively elected and managed projects are the key to strategic and long-term success. Using his own research and work experience he explains how and why those organizations that focus on just a few key initiatives can perform significantly better than unfocused organizations, not only financially but also in achieving their strategic objectives and motivating their staff. The author introduces a new way of looking at a company through two very different and often conflicting dimensions: running-the-business and changing-the-business. What you add to one dimension you have to subtract from the other one. Finding the right balance between these two dimensions represents one of the major challenges to successful strategy execution. Becoming a focused organization involves a radical change in the way companies are organized and the way they select and manage projects - the creation of a new culture. The Focused Organization discusses the characteristics that comprise a focused organization. It describes key areas where a focused organization builds its levels of maturity; provides examples of focused organizations that outperform the rest; and explains in practical steps how all enterprises can become focused. The book finishes with a unique and inspiring case study that transports us to the early days of the current business world. Through the main character, Benny White, we learn how a business was conducted and how management evolved over decades with the introduction of business theories, including project management.

"These days, for most companies the strategic objective of their CEOs and senior executives is to achieve sustainable growth in the market place and do it cost effectively. In this book, Antonio Nieto-Rodriguez advocates a policy of being singularly focused on the projects that will make the biggest contribution to the organization's vision, strategy and purpose. He examines the conflict between 'run-the-business'(operations) and 'change-the-business'(projects), the optimum balance of resources between the two, and how best to move forward. The key is in adopting 'FOCUSED' as an acronym for: F-Fewer projects, rather than many; O-Organized staff; C-Competitive mind set; U-Urgency; S-Strategic alignment; E-Excellence; and D-Discipline. Adoption of this paradigm shift is not a guarantee of success, but it will certainly reduce the chances of failure." --R. Max Wideman, P.Eng., FICE, FEIC, FCSCE, FPMI, MCFM The

world is awash with business ideas and tools. But what really matters to business leaders is making things happen, execution. That is what they are measured on and what really turns them on. Based on research and extensive experience, The Focused Organization provides new, compelling and highly practical insights into the reality of execution.' --Stuart Crainer, editor, Business Strategy , co-creator Thinkers50'This book fills a long-standing need in the management literature by presenting, as it does, sound and proven concepts, principles, and practices for translating strategies into results. Nieto-Rodriguez clearly describes the reasons behind the widespread corporate failure to successfully execute strategies, and presents a practical approach for companies and agencies to become his vision of The Focused Organization.' Russell D. Archibald, Honorary Fellow APM/IPMA, PMI Fellow, PMP and author of Managing High-Technology Programs and Project In his new book, The Focused Organization, Antonio Nieto-Rodriguez brilliantly describes some significant problems in many organizations today and offers a simple yet profound solution - increased focus on those few projects that are most important. He explains how this can be accomplished, using clear examples and practical steps. This is a powerful book that will help many executives and businesses. Outstanding!' David Pells, Managing Editor, Project Management World 10 out of 10...a wealth of hints and tips on implementing the program to create a focused organisation and, enticingly, a fast-track approach that provides quantifiable results in less than 12 months . And, at almost 25p a page, it s worth it - simply for the fact that, whilst most managers believe that they have the ability to create a focused organisation, this book has the tool to enable that intuition to become a reality. British Computer Society (Bcs.org) July 2012 The Focused Organization would be of great benefit to senior and middle management as the theories that Antonio has put forward could be turned into essential management tools. I hope that this will be the first of several adventures by Antonio into the world of corporate management, and that he continues his endeavours to restore the respect that the profession of project management is rightly due. Project Magazine, January 2013 Great stuff! Sound principles! Good basis for a sequel in implementation challenges of a Project Management Office Initiative. I highly recommend the book if you are interested in strategic project management development. PM World Journal, July 2013 This book should be required reading for all CEOs and members of the C-suite running companies and organizations generally that are involved in projects. That is, especially those with a view to becoming competitive, or otherwise successfully connecting strategy with execution. It will also be of significant interest to middle managers and project managers aspiring to climb up the corporate ladder. --R. Max Wideman, Fellow, Project Management InstituteAbout the AuthorAntonio Nieto-Rodriguez, professor and best-selling author of the book on strategy execution "The Focused Organization". Antonio has been featured in several magazines, including Singapore Management Institute, Strategy Business and The Economist. He is the founder of the largest LinkedIn group in Strategy Execution (StrateXecution) which has more than 5.000 experts worldwide. Antonio is a professor at the #1 executive education school in the world (Duke CE) and other leading business schools such as Instituto de Empresa, Solvay and Vlerick. He has delivered executive programs to leaders of more than 30 multinationals on how to improve their strategy execution and project management capabilities. In 2013 Antonio was elected as Director for the Board of Directors of the Project Management Institute (www.pmi.org). Currently he is the ViceChair of the Board. In addition, Antonio is the Head of Transversal Portfolio Management at BNP Paribas Fortis. Prior to that, he was head of post-merger integration at Fortis Bank, leading what was the largest takeover in the financial service history: the acquisition of ABN AMRO. He also worked for 10 years at PricewaterhouseCoopers as a senior manager.