

H A R V A R D B U S I N E S S S C H O O L P R E S S

# HEADS UP

*How to Anticipate Business Surprises and  
Seize Opportunities First*



KENNETH G. MCGEE

GARTNER, INC.

# Heads Up How To Anticipate Business Surprises And Seize Opportunities First

**SA Adler**



## **Heads Up How To Anticipate Business Surprises And Seize Opportunities First:**

**Heads Up** Kenneth G. McGee, 2004 Provides a four step approach that business leaders can use to obtain the right information at the right time in an effort to avoid business catastrophes and realize potential opportunities Making the Compelling Business Case W. Messner, 2013-11-26 Providing the necessary background information and hands on tools to build compelling business cases this book will increase the reader's capability to champion new business development ideas take them to senior management and facilitate the decision process by understanding the key theories and practices of finance and corporate investments *Enterprise Performance Management Done Right* Ron Dimon, 2013-03-06 A workable blueprint for developing and implementing performance management in order to improve revenue growth and profit margins Enterprise performance management EPM technology has been rapidly advancing especially in the areas of predictive analysis and cloud based solutions Real Enterprise Performance Management introduces a framework for implementing and managing next generation functionality for better insight focus and alignment of EPM This blueprint shows that EPM can have a direct positive impact on revenue growth operating margin asset utilization and cash cycle efficiency Introduces a framework for implementing and managing next generation functionality for better insight focus and alignment Reveals that EPM can have a strong impact on revenue growth operating margin asset utilization cash cycle efficiency Today's businesses have a great deal of data and technology but less than fact decisions are still made Executives need a structured framework for gathering analyzing and debating the best ways to deploy capital people and time Real Enterprise Performance Management joins IT and finance in a digestible blueprint for developing and implementing performance management in order to improve revenue growth and profit margins *Capture and Reuse of Project Knowledge in Construction* Hai Chen Tan, Chimay J. Anumba, Patricia M. Carrillo, Dino Bouchlaghem, John Kamara, Chika Udeaja, 2010-02-01 Capture and Reuse of Project Knowledge in Construction An organisation's competitive advantage lies in the knowledge of its employees and the organisation's ability to harness that knowledge to meet business objectives Knowledge management is recognised in the construction industry as a potential tool for providing organisational benefits but for a number of reasons particularly the project based nature of construction where teams are transient multidisciplinary and often from different organisations implementation has been only marginally successful Capture and Reuse of Project Knowledge in Construction describes a methodology for the live capture of reusable project knowledge that reflects both the organisational and human dimensions of knowledge capture and reuse as well as exploiting the benefits of technology This methodology was developed in response to the shortcomings of current practices in managing project knowledge the benefits offered by capturing and sharing knowledge immediately after it is generated and the organisational benefit of reusing knowledge within a project based environment Written for all practitioners in project based industries who have struggled with the capture and reuse of knowledge on their projects it will also be of interest to students and researchers in construction management and allied

disciplines      Reinventing the CFO Jeremy Hope, 2006 On the heels of a decade of scandals and the new pressures brought on by the Sarbanes Oxley Act corporations expect far more from their CFOs than simply managing the numbers They expect decision making support and performance insights that can improve bottom line results Unfortunately the complexity and detail inherent in CFOs jobs keep them shackled to budgeting and transaction processing systems that leave little time for value adding activities Grounded in extensive research Reinventing the CFO outlines seven critical roles from streamlining redundant processes to regulating risk to identifying a few key measures that CFOs must take on in order to successfully transform the finance operation      **The CIO Edge** Graham Waller, George Hallenbeck, Karen Rubenstrunk, 2010 Sure It leaders need technological savvy and business acumen to understand and contribute to their company s goals But the best of them possess a far more potent ability They forge superior working relationships companywide to collaboratively deliver business results      Responsive Security Meng-Chow Kang, 2017-09-08 Responsive Security Be Ready to Be Secure explores the challenges issues and dilemmas of managing information security risk and introduces an approach for addressing concerns from both a practitioner and organizational management standpoint Utilizing a research study generated from nearly a decade of action research and real time experience this book introduces the issues and dilemmas that fueled the study discusses its key findings and provides practical methods for managing information security risks It presents the principles and methods of the responsive security approach developed from the findings of the study and details the research that led to the development of the approach Demonstrates the viability and practicality of the approach in today s information security risk environment Demystifies information security risk management in practice and reveals the limitations and inadequacies of current approaches Provides comprehensive coverage of the issues and challenges faced in managing information security risks today The author reviews existing literature that synthesizes current knowledge supports the need for and highlights the significance of the responsive security approach He also highlights the concepts strategies and programs commonly used to achieve information security in organizations Responsive Security Be Ready to Be Secure examines the theories and knowledge in current literature as well as the practices related issues and dilemmas experienced during the study It discusses the reflexive analysis and interpretation involved in the final research cycles and validates and refines the concepts framework and methodology of a responsive security approach for managing information security risk in a constantly changing risk environment      Software Product Management Hans-Bernd Kittlaus, Samuel A. Fricker, 2017-05-23 This book gives a comprehensive overview on Software Product Management SPM for beginners as well as best practices methodology and in depth discussions for experienced product managers This includes product strategy product planning participation in strategic management activities and orchestration of the functional units of the company The book is based on the results of the International Software Product Management Association ISPMA which is led by a group of SPM experts from industry and research with the goal to foster software product management excellence across

industries This book can be used as textbook for ISPM based education and as guide for anybody interested in SPM as one of the most exciting and challenging disciplines in the business of software Hans Bernd Kittlaus is the Chairman of ISPM and owner and managing director of InnoTivum Consulting Germany Samuel Fricker is Board Member of ISPM and Professor at FHNW Switzerland

*The Business of Sustainability* Chris Laszlo, Karen Christensen, Daniel S. Fogel, Gernot Wagner, Peter J. Whitehouse, 2010-01-01 The Business of Sustainability is a core resource for policy makers members of the development community entrepreneurs and corporate executives as well as business and economics students and their professors It contains rich analysis of how sustainability is being factored into industries across the globe with enlightening case studies of businesses serving as agents of change Contributing authors provide a groundbreaking body of research based knowledge They explain that the concept of sustainability is being re framed to be positive about business instead of being tied to the old notion of a trade off between business and society that is if business wins society and the environment must lose and they explore how economic development can contribute to building our common future

*Dynamic Supply Chains* John Gattorna, 2015-03-31 Dynamic Supply Chains is a masterpiece in the field of supply chain management Dr Rakesh Singh Chairman Institute of Supply Chain Management India Dynamic supply chains are at the heart of your business You need to get them right Are your supply chains equipped to compete for a faster more flexible future Supply chains are not just part of your business in many ways they are your business They are made up of living active people and to really get supply chains right you need to capture the dynamism that people can bring to the flow of goods and services both inside and outside your business In this third edition of Dynamic Supply Chains renowned international expert John Gattorna gives you a practical and effective new model for supply chains that will help you get closer to your customers and suppliers and set your business on a new path to growth John's outside in philosophy is based on Design Thinking principles underpinned by business analytics visualization and the passion to get things done This is indeed supply chains by design

**The Social Organization** Anthony J. Bradley, Mark P. McDonald, 2011-09-27 As a leader it's your job to extract maximum talent energy knowledge and innovation from your customers and employees But how In The Social Organization two of Gartner's lead analysts strongly advocate exploiting social technology The authors share insights from their study of successes and failures at more than four hundred organizations that have used social technologies to foster and capitalize on customers and employees collective efforts But the new social technology landscape isn't about the technology It's about building communities fostering new ways of collaborating and guiding these efforts to achieve a purpose To that end the authors identify the core disciplines managers must master to translate community collaboration into otherwise impossible results Vision defining a compelling vision of progress toward a highly collaborative organization Strategy taking community collaboration from risky and random success to measurable business value Purpose rallying people around a clear purpose not just providing technology Launch creating a collaborative environment and gaining adoption Guide participating in and

influencing communities without stifling collaboration Adapt responding creatively to change in order to better support community collaboration The Social Organization highlights the benefits and challenges of using social technology to tap the power of people revealing what managers must do to make collaboration a source of enduring competitive advantage **Are We Willing to Take That Risk?** Michael Croy, 2008-10-15 No one will ever be able to identify and manage all of his or her organization's risks Although you can't predict every disaster you can ask the right questions and put strategies in place to ensure the survival of your business It is becoming increasingly evident that the knowledge of disaster recovery efforts must be accessible to far more than the IT experts Achieving success can only be found through the collective effort of a united public its leaders and organizations Barack Obama United States Senator Progressive organizations with sound leadership now include business continuity and enterprise risk management as key parts of meeting stakeholder expectations and achieving organizational strategic objectives Michael G Oxley Vice Chairman NASDAQ Michael Croy an expert in risk assessment and disaster recovery helps leaders understand what is needed to sustain business today Through real life examples you'll understand what could affect your company lost data pandemics terror threats and by implementing plans for when something does happen you're doing everything possible to ensure that employees still have jobs customers are served and stakeholders continue to support the company Take the first step in proactively managing your company in good times and bad and ask yourself Are We Willing to Take That Risk **Mastering the Hype Cycle** Jackie Fenn, Mark Raskino, 2008-10-14 It happens over and over again Some innovation a new product a management trend comes along that captures the public's imagination Everybody joins the parade with great fanfare and high expectations This next big thing promises to transform the companies that adopt it and inflict great peril on those that don't Then when the innovation fails to deliver as promised immediately everyone starts bailing out Investments are wasted stock prices plunge disillusionment sets in It doesn't have to be this way In **Mastering the Hype Cycle** Jackie Fenn and Mark Raskino explain what drives this pattern and how your company can avoid its potential dangers By understanding the hype cycle you can ride it more skillfully timing your investment decisions so that the innovations you adopt stand the best chance of succeeding in the long term Drawing on company examples and Gartner's proven STREET Scope Track Rank Evaluate Evangelize Transfer framework the authors show how to orchestrate the key steps in the innovation adoption process from choosing which innovations to take on and when in their life cycle you should adopt to paving the way for a successful introduction The hype cycle isn't going away But this book arms you with the strategies you need to ride the crest of a new idea to success and steer clear of the trough of disillusionment **Heads Up**, 2010 **The New CIO Leader** Marianne Broadbent, Ellen Kitzis, 2005 As information technology becomes increasingly essential within organizations the reputation and role of the CIO has been diminishing To regain credibility and avoid obscurity CIOs must take on a larger more strategic role Here is a blueprint for doing exactly that This book shows how CIOs can bridge the gap between IT and the rest of the organization and finally make IT a strategic

advantage rather than a cost sink      *Real Business of IT* Richard Hunter, George Westerman, 2009-10-20 If you're a general manager or CFO do you feel you're spending too much on IT or wishing you could get better returns from your IT investments If so it's time to examine what's behind this IT as cost mind set In *The Real Business of IT* Richard Hunter and George Westerman reveal that the cost mind set stems from IT leaders inability to communicate about the business value they create so CIOs get stuck discussing budgets rather than their contributions to the organization The authors explain how IT leaders can combat this mind set by first using information technology to generate three forms of value important to leaders throughout the organization Value for money when your IT department operates efficiently and effectively An investment in business performance evidenced when IT helps divisions units and departments boost profitability Personal value of CIOs as leaders whose contributions to their enterprise go well beyond their area of specialization The authors show how to communicate about these forms of value with non IT leaders so they understand how your firm is benefiting and see IT as the strategic powerhouse it truly is      **Dynamic Supply Chains** ePub John Gattorna, 2013-07-25 John Gattorna is one of the most original thinkers in the fast changing arena of supply chain management He has pioneered the idea of dynamic alignment which is so powerfully presented in this ground breaking book Martin Christopher Professor of Marketing Logistics Cranfield School of Management Supply chains are at the heart of competitive advantage in business today If supply chains are managed successfully companies will be able to deliver their products and services to customers in a smart cost effective way The key to successful supply chain management is recognising that it's people who really drive the living supply chains that are at the heart of businesses Supply chains are powered by the energy and expertise of employees and suppliers and by the changing wants and needs of customers John Gattorna calls this principle of matching changing customer needs and desires with different supply chain strategies dynamic alignment To secure space in a new market to grow or keep existing markets companies have to get their products out there faster They need to be the first with new products and services and the first to match them with particular customer groups The dynamic alignment model gives a structured way of linking customer expectations to the operational side of business while maintaining the flexibility to systematically modify fulfilment processes as customers inevitably change their buying preferences      **Public Administration in Southeast Asia** Evan M. Berman, 2017-09-25 While public administration practice and education in general has become considerably professionalized in the last decade existing knowledge on public administration in Southeast Asia is fragmented at best and often devoid of a useful reference While journal articles and government reports provide decentralized information *Public Administration in Southeast Asia* Thailand Philippines Malaysia Hong Kong and Macao takes a comprehensive and comparative look at the major components of administration systems The selection of countries and regions included reflects the diversity of Southeast Asia Organized by Country The handbook fills a critical need by bringing together leading scholars who provide an insider perspective and viewpoint on essential and advanced issues Divided into five sections each dedicated to a particular

country the text outlines topics relevant to modern public administration including History and Political Context of Public Administration Decentralization and Local Governance Public Ethics and Corruption Performance Management Reforms Civil Service System Focusing on recent developments in public administration in these countries which are among the fastest growing economies in the world the book explores their practices and innovative approaches in public administration For many years people have been fascinated by the cultures peoples and governments of Southeast Asia and now they have a book that discusses the apparatus of government in Southeast Asia their agencies contexts processes and values

**Connected Planning** Ron Dimon, 2021-05-11 Ron Dimon's thought leading second edition of the book originally entitled Enterprise Performance Management Done Right published in 2012 is a practical roadmap for using Connected Planning to develop an agile organization and to navigate the complex Enterprise Performance Management landscape According to esteemed author researcher and Management professor Dr Christopher Neck In the same way that one needs to be self leading to finish a grueling marathon an organization must be self leading in order to execute on its plans in an efficient and effective manner What drives self leadership at all levels in an organization The people within the organization of course and those people must be involved in the planning occurring in an organization Without a plan an organization has no direction Since 2012 much has changed in the world of connecting strategy with improved performance new cloud based in memory technologies have been adopted by the largest organizations in the world This book is for CFOs CIOs their direct reports and any organizational visionary or aspiring leader who wants to bring it all together and create an actionable vision and plan for improving readiness resilience and performance Computerworld, 2004-06-07 For more than 40 years Computerworld has been the leading source of technology news and information for IT influencers worldwide Computerworld's award winning Web site Computerworld.com twice monthly publication focused conference series and custom research form the hub of the world's largest global IT media network

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