



Wharton School Publishing



MUST-WIN BATTLES

HOW TO WIN THEM, AGAIN AND AGAIN

PETER KILLING and
THOMAS MALNIGHT
with TRACEY KEYS

Praise for *Must-Win Battles*

"Working with must-win battles has fundamentally changed our approach to where we seek growth in the market and the way we engage our people in realizing these goals. Must-win battles are the glue that ties the business together globally, that everyone understands and can contribute to. The process clarifies for everyone the long-term vision and business direction, where to allocate resources, and why it is important to get aligned."

Diego Bevilacqua, President, Global Business: Foodservice, Unilever

"This is a great book because it addresses the issues increasingly faced by corporations in a global economy; without emotional buy-in from the people within the organization, it is extremely difficult to deliver superior performance. It is no longer enough to have the best strategy, technology, or assets. Total emotional buy-in will provide the differentiator."

**Gautam Thapar, Vice Chairman and Managing Director,
Ballarpur Industries Limited**

"Management teams usually know what needs to be done, but many struggle to act on this knowledge. This book defines a clear pathway to overcome the blockages created when managers either do not know how to get implementation started or are apprehensive about engaging on very difficult issues with their teams. If you are looking for tools to help you win your must-win battles, this is the book you need."

Larry Pillard, Chairman of the Board of Directors, Tetra Laval Group

"This book provides real insight to the leader who is faced with having to very rapidly determine a clear set of priorities and then act upon them. *Must-Win Battles* is a practical guide in determining those battles that simply have to be addressed and won emotionally and intellectually. A pity it wasn't around when I started!"

Tony Froggatt, CEO, Scottish & Newcastle PLC

"*Must-Win Battles* squarely addresses the real challenges that face executives every day. There are no clear-cut formulas to separate strategy, team, and leadership development. They must be completely integrated. The must-win battle process, by recognizing this explicitly, has the potential to make a big difference in developing strategies that work in practice."

Michael Y. Yoshino

**Herman Krannert Professor of Business Administration, Emeritus Harvard
Business School**

"Anyone who has built a business knows that inspiring minds as well as inspiring ideas is what matters. Behind every success are people that are working as a team. *Must-Win Battles* offers practical insights for every business, no matter how big or small, into how to harness aspirations and energy to win the battles that really matter."

James Sanson, CEO, Computers Unlimited

"*Must-Win Battles* demonstrates the critical role that people play in delivering results and, hence, the critical importance of leadership and internal communications in galvanizing people not only to make successful strategies but also to realize them in practice."

Mark Read, Director of Strategy and Member of the Board, WPP PLC

Must-Win Battles: How to Win Them, Again and Again

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