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Dennis Stauffer

Innovation Expert, Researcher and Author

Dennis Stauffer shares surprising and dramatic findings from his research into what really drives (and predicts) success in creating and building a business. [Learn more.](#)

SPEAKERS FORUM

January 23, 2014

River's Edge
Convention Center
St. Cloud, Minn.

Dear ,

Does your business play to its strengths? Is your organization ready to capitalize on opportunities and overcome challenges? Do your team members understand the vision and strategy guiding your business?

Below, we share a review of Alan Lafley and Roger Martin's book *Playing to Win: How Strategy Really Works*. The authors outline an approach to business where strategic goals are built around knowing where to play and how to win.

For executive teams interested in building, refining and executing sound business strategies, the Anderson Center's [Strategy Forum](#) is scheduled for March 16-21, 2014, at Le St-Germain Suite Hotel in St. Cloud, Minn. Learn more about this powerful workshop in our Forum Spotlight below.

If you haven't done so, be sure to contact Venita Wilkes, Forum Director, at 320.251.5420 or venita@anderson-center.org, for assistance in planning 2014 management and leadership development investments.

We hope you have a safe and joyful holiday season!

Best regards,
The Anderson Center Team

BOOK REVIEW

Playing to Win: How Strategy Really Works

Upcoming Forums

Visit www.anderson-center.org to learn more about, and register for, upcoming forums.

7 Habits for Managers Forum

January 13-15, 2014, River's Edge, St. Cloud

Speakers Forum

January 23, 2014, River's Edge, St. Cloud

Operations Forum

January 27-29, 2014, River's Edge, St. Cloud

Executive Forum, Cohort 7 (Week 1 of 3)

February 16-21, 2014, Gainey Center, Owatonna

LEAD 2014

March 5, 2014, Gorecki Center (CSB), St. Joseph

Strategy Forum

March 16-21, 2014, Le St-Germain, St. Cloud

Leadership Forum

April 7-9, 2014, River's Edge, St. Cloud

Marketing Forum

April 28-30, River's Edge, St. Cloud

Speakers Forum

May 8, River's Edge, St. Cloud

7 Habits for Managers Forum

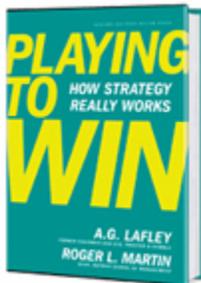
June 23-25, 2014, Gainey Center, Owatonna

Leading Negotiations Forum

July 14-16, River's Edge, St. Cloud

Finance Forum

By A.G. Lafley and Roger Martin
Harvard Business Review Press; 272 pages
Available at hbr.org.



Bosses fail for many different reasons. Some are just unlucky. Some are sunk by their lack of ambition. As authors Alan Lafley and Roger Martin see it, settling for muddling along rather than going all out for victory means that a company "will inevitably fail to make the tough choices and the significant investments that would make winning even a remote possibility."

Many are brought down by making a strategic error, of which there are six common varieties. There is the Do-It-All strategy, shorthand for failing to make real choices about priorities. The Don Quixote strategy unwisely attacks the company's strongest competitor first. The Waterloo strategy pursues war on too many fronts at once. The Something-For-Everyone tries to capture every sort of customer at once, rather than prioritizing. The Program-Of-The-Month eschews distinctiveness for whatever strategy is currently fashionable in an industry. The Dreams-That-Never-Come-True strategy never translates ambitious mission statements into clear choices about which markets to compete in and how to win in them.

A good strategy has five components, the authors argue, all designed to shorten the odds of success by helping managers make the right choices. The first two are closely intertwined: figuring out what winning looks like and which markets to play in when seeking that victory. The next component is figuring out how to win — the company's distinctive strategy in any market it is trying to dominate. This in turn will be heavily influenced by the fourth and fifth components: identifying, and playing to, the company's unique strengths relative to its competitors, and identifying those things that need to be managed for the strategy to succeed. [Read more.](#)

FORUM SPOTLIGHT

Identify and sustain your competitive advantage in 2014:

The Strategy Forum is an applications-based workshop for business leaders responsible for achieving clarity, credibility and sustainability of their organizational strategy. Each morning of the forum, participants are guided through case studies, frameworks and activities to assist them in the process of building or refining their strategy. A peer council will challenge and test amended strategies at the end of each day. To conclude the forum, each organization will present it's revised strategy to forum participants for peer review and

August 11-13, 2014, River's Edge, St. Cloud

Managers' Forum

September 8-12, 2014, Gainey Center, Owatonna

More Anderson Center forums in 2014...

[Click here to see the Center's Forum Calendar.](#)

REGISTER NOW FOR 2014 FORUMS:

Registrations are now being accepted for all 2014 forums. See the [2014 Forum Calendar](#), for more information.

To learn more about the Anderson Center and our forums, visit [our website](#) or contact Venita Wilkes at 320.251.5420 or venita@anderson-center.org.



Networking
Team Building
Learning
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Growth

SPEAKERS FORUM 2014 SERIES



Dennis Stauffer
DRIVING INNOVATION
January 23, 2014



Rose McKinney
BRAND REPUTATION
May 8, 2014



Brig. Gen. Alan Dohrmann
LEADERSHIP LESSONS
September 11, 2014

feedback from other executives.

Strategy Forum

March 16-21, 2014

Le St-Germain Suite Hotel
St. Cloud, Minn.

Learn more about the Strategy Forum, including forum objectives, the strategy refinement process, peer council feedback, and how your organization can benefit from executive collaboration by clicking [here](#).

Continued Leadership Enhancement and Development (LEAD) for Leadership Forum alumni:

Designed to empower leaders and sustain ongoing "Leadership Enhancement and Development," LEAD 2014 will be offered to alumni of the Anderson Center Leadership Forum. This one-day refresher will focus on the Leadership Quotient II (LQ2), the Four Imperatives, networking and next steps.



LEAD 2014

March 5, 2014

Gorecki Center, College of St. Benedict
St. Joseph, Minn.

For more information, see the [LEAD 2014 Brochure](#).

Contact Venita at 320.252.3215 or venita@anderson-center.org with questions or to reserve a spot for you and your team.

Click [here](#) for more information about upcoming speakers. To reserve a table for the 2014 Speakers Forum series, contact Eric Jungels at 320.251.5420 or eric@anderson-center.org.



The seventh cohort of the Executive Forum — set to take place across 2014 — is already filling up. To learn more about the forum that is transforming leaders, see the testimonial video [here](#).



The Anderson Center is partnering with FranklinCovey to deliver two forums designed to equip executive teams and managers with the skills necessary to lead organizations and teams more effectively. To learn more about the Leadership Forum and the 7 Habits for Managers

Forum, see the testimonial video [here](#).

"If you don't have a competitive advantage, don't compete."

Jack Welch, on strategy