



GETABSTRACT REVIEW OF

# The Crux

## How Leaders Become Strategists

Leaders who face big problems and major decisions are a lot like mountain climbers – handling an ongoing strategic process of addressing one issue and then the next, often while trying to move uphill. Professor Richard Rumelt describes how multiple leaders have achieved the seemingly impossible by attacking big problems and choices with well-planned strategies.

### STEP 1

Have your team read the [getAbstract summary](#).

### STEP 2

Schedule a team meeting to discuss the questions below.

### STEP 3

Have a discussion with your team.

## Discussion Questions

1. How does the author describe the term “crux”? Think of a problem you are facing at work. What is its “crux”?
2. Why is it important to focus on strategy and not goals?
3. Do you share the author’s observation that resolving the crux often takes care of a major part of the bigger problem?
4. What are some of the growth strategies the author describes? Which one may be best suited for Milwaukee?
5. After reading the summary, what do you think is Milwaukee’s Achilles heel when it comes to disruption?

*“Resolution of the crux will usually help resolve major parts of the larger issue.”*

### The Crux

Richard Rumelt

## Additional resources



Strategy



How to Lead an Organization