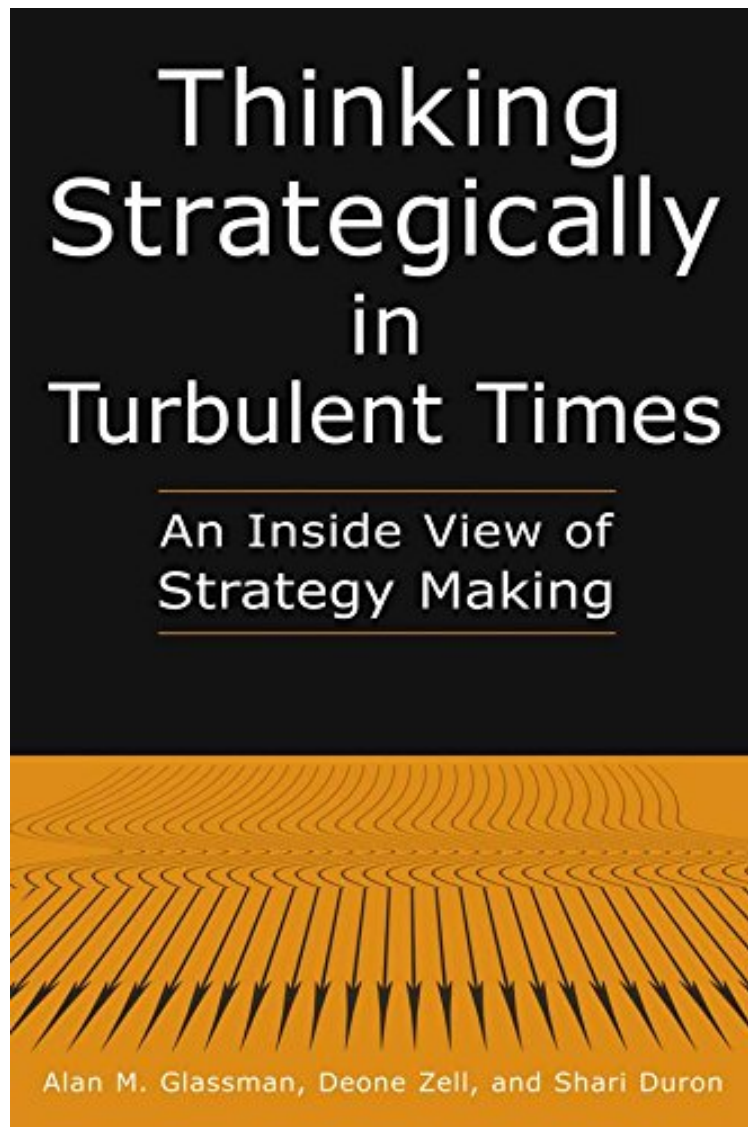


[Download] Thinking Strategically in Turbulent Times: An Inside View of Strategy Making: An Inside View of Strategy Making

Thinking Strategically in Turbulent Times: An Inside View of Strategy Making: An Inside View of Strategy Making

Alan M. Glassman, Deonne Zell, Shari Duron
DOC | *audiobook | ebooks | Download PDF | ePub



 Download

 Read Online

#1146976 in eBooks 2014-12-18 2014-12-18 File Name: B00R6BG4FG | File size: 56.Mb

Alan M. Glassman, Deonne Zell, Shari Duron : Thinking Strategically in Turbulent Times: An Inside View of Strategy Making: An Inside View of Strategy Making before purchasing it in order to gage whether or not it would be worth my time, and all praised Thinking Strategically in Turbulent Times: An Inside View of Strategy Making: An Inside View of Strategy Making:

5 of 5 people found the following review helpful. New thinking for Strategic ChallangesBy CRAs the GM of a small

company specializing in producing software for the emergency medical field, I found this book to be extremely helpful. Specifically, the section on strategic challenges at Hewlett-Packard related directly to many of the same strategic challenges I'm facing in my own company (albeit on a much smaller scale in my case). I also was very interested in reading the section on Los Angeles County, since most of our customers are local and state government agencies. It was helpful for me to get a better understanding of the internal processes and strategic challenges that leaders in government face and their thinking in how to best deal with them. The section on the CSU system was interesting, but not as useful for me since the academic environment is so much more stable (less turbulent) than the business world. What I most appreciated about the book was the structure of extended interview excerpts interlaced with analysis by the authors. It presented me with an opportunity to listen directly to the thinking of people who were in leadership positions, the people responsible for designing and implementing the response to strategic challenges, while also placing their responses in the context of the larger overview presented by the authors. The authors make a compelling case that the traditional practices of strategic planning are no longer adequate for the increasingly turbulent world most of us are operating in. They propose a more flexible response to strategic challenges, using tools like scenario thinking and agile planning. This book creates an excellent opening to conversations around the shortcomings of traditional strategic planning and some of the directions strategic planning will need to take in the future to be effective in increasingly turbulent times.

Cedar Reuben
General Manager
HealthWare Solutions

7 of 7 people found the following review helpful.

Making Strategic Sense of Rapid Change
By Jan Dekema

It has been said more than once that managers don't solve problems as much as manage messes. The authors of *Thinking Strategically in Turbulent Times* take a close look at how managers deal with the mess of moving their organizations into the future in the context of a turbulent environment. The heart of the book consists of well-written case studies of Hewlett Packard, Los Angeles County, and the California State University system. For each organization, there is a discussion of how managers try to make sense of the turbulence in their environment and how they view the organization's approach to strategy formulation. More importantly, the authors try to capture how managers think strategically in practice and, through the quotes from strategic decision makers they present, largely succeed. The book definitely deserves 4 stars based on the excellent empirical material presented. I have withheld the 5th because I was hoping for a little bit more in the way of analysis. The introductory chapter is a good presentation of the literature on turbulence and the emergent theory of strategy. However, I would like to have seen a more critical treatment of this literature which is littered with overstatement, false dichotomies and straw men, but perhaps that is a different book. The final chapter provides helpful summary observations about the cases and a sense of future research requirements. Especially interesting here is the discussion of similarities and differences across sectors as to how managers deal with the pace of change. Again, I would like to have seen a little more that would guide managers in dealing with strategy formulation in the face of rapid change. At some point managers need to reach into the mess and pull out a problem they can solve and they need all the help they can get. Nevertheless, by showing how managers adapt in very complex organizations this book can help other managers think through their own particular situation.

An emergent approach to organizational strategy making assumptions that few organizations actually realize the goal of deliberative, top-down strategic planning, and that effective strategy making occurs on a continual basis and is a shared activity of the entire organization. This innovative book provides the first in-depth look at how real organizations are formulating and implementing strategic change under this new paradigm. The authors have dug deep into three large and varied organizations (Hewlett-Packard, the California State University system, and the County of Los Angeles) and identified each one's efforts to develop a new strategic planning process better-suited to match the current pace of change and environmental unpredictability. The book is filled with vignettes, quotes, and real-world examples that illustrate the trend toward faster, more adaptive strategic planning processes. It is relevant for a wide range of business, governmental, and non-profit settings, and should be required reading in any course on strategic planning.