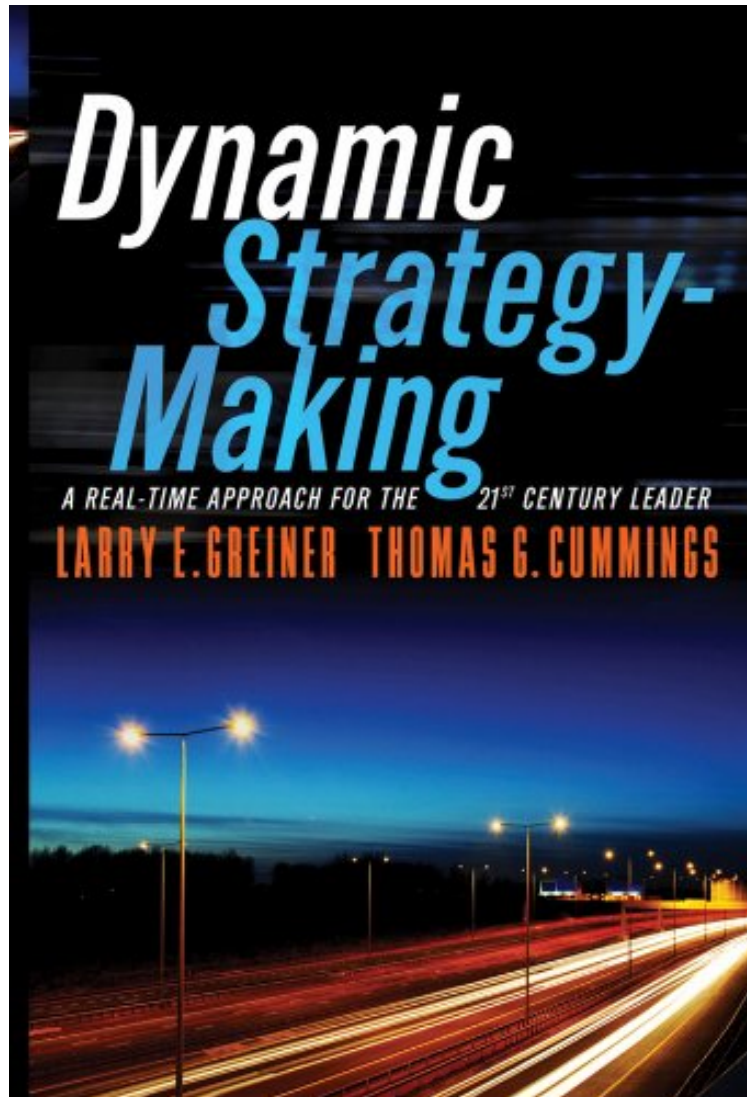


(Free download) Dynamic Strategy-Making: A Real-Time Approach for the 21st Century Leader

Dynamic Strategy-Making: A Real-Time Approach for the 21st Century Leader

Larry E. Greiner, Thomas G. Cummings
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Larry E. Greiner, Thomas G. Cummings : Dynamic Strategy-Making: A Real-Time Approach for the 21st Century Leader before purchasing it in order to gauge whether or not it would be worth my time, and all praised Dynamic Strategy-Making: A Real-Time Approach for the 21st Century Leader:

1 of 1 people found the following review helpful. A must read on developing strategy that actually builds commitment throughout the organization By Dane D'Alessandro This book, written by USC's Tom Cummings and the late Larry Greiner, makes a unique and helpful contribution to the expansive strategy literature. Reflecting Mintzberg's long-standing criticisms of strategic planning, Cummings and Greiner argue for an engaged,

inclusive process of establishing, building support for, and implementing strategic direction in organizations, to prevent recurrence of the typical annual planning exercise that sits on a shelf. Their proposed "dynamic strategy-making" process originates from the insight that the process (the how and who of strategy) employed to define strategy strongly influences the actual content (or what) of strategy. The core of the relatively concise book (Chapters 4-8), written for executives and strategy practitioners alike, outlines the dynamic strategy-making process comprised of four phases spanning both strategy formulation and execution, and incorporating commonly used analysis techniques, such as SWOT analysis and statements of strategic intent. Cummings and Greiner define the phases and then illustrate their importance using several case studies from their own research and consulting. What I found most helpful about the book was its practical guidance on facilitating the right conversations in the development of strategic direction - something more often preached than modeled. Given that Cummings and Greiner bring a strong organization development perspective to the subject, they bring credibility to this process-focused view of strategy. Think of this book as an indispensable complement to other books addressing specific strategy analysis techniques.

Praise for Dynamic Strategy-Making "An astonishingly timely, hopeful, and important book that recasts and freshly imagines strategy-making and integrates theory with practice in the field of strategic management. A must-read for all those who want to learn more about the future of strategy practice and become more skillful at it." —WARREN BENNIS, Distinguished Professor of Business, University of Southern California; and coauthor, *Transparency* "This is one of the most valuable resources ever created for strategists and leaders in organizations. It uniquely combines concepts of leadership and organization with strategy content and implementation in a pragmatic and integrated approach that makes tremendous sense for our times. With concrete cases, it provides a clear road map for those who want and need to do a better job of formulating and implementing strategy." —DAVID A. NADLER, vice chairman, Marsh McLennan Companies; senior partner, Oliver Wyman-Delta Organization and Leadership; and author, *Building Better Boards and Competing By Design* "The authors correctly focus on the new dynamic of 24/7 competition and change and the need for organizations to be fast, fluid, and flexible. It is a must-read for managers of tomorrow and offers a number of practical insights and lessons on how to proceed with strategy execution that can be readily adopted in any organization. It is a call to action that few can afford to ignore." —MANJIT SINGH, chairman, Sony Entertainment Television, India; and former CEO, Compete Inc., High Circle, Future Step, and Korn/Ferry International

From the Inside Flap Organizations today face fast-moving environments where strategic decisions have to be made on the spot. Potential sources of disruptive change include hypercompetition, global markets, technology obsolescence and innovation, and economic downturns. Those who respond in real time to these unexpected environmental forces can transform them into competitive advantages. Dynamic Strategy-Making offers a sustainable, real-time approach that lets organizations chart their long-term direction while staying flexible to adapt to fast-moving events. Based on decades of work with a wide range of clients, the authors focus on the important how of the strategy-making process that they integrate with the what of strategic content. In doing so, they give readers a plan where formulation and implementation are woven together from the outset of the discussion. This plan includes: A 4D framework that builds on decades of strategic knowledge and practice for managers to make a strategic assessment. The concept of a strategic system to assure that the workforce "behaves" the strategy. Insight into crafting a written statement of strategic direction that effectively launches the strategic system. The use of guided involvement to stimulate strategic content and to build management consensus and workforce commitment. A new role for consultants in facilitating real-time strategy as they guide managers and the workforce through the process. Dynamic Strategy-Making provides a complete guide for developing a real-time action plan. The book describes the case of how a top management group creates and implements a successful strategy by identifying new market opportunities, while making changes leading to higher performance. Other examples of strategic success and failure are included. This ground-breaking resource speaks to leaders of organizations, strategy consultants, teachers of strategy and organization, and managers who want to know more about the latest in combining action with strategic thinking. About the Author Larry E. Greiner is professor of management and organization at the Marshall School of Business at the University of Southern California. Thomas G. Cummings is professor and chair of the Department of Management and Organization at the University of Southern California.