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Titolo	Mapping a winning strategy : developing and executing a successful strategy in turbulent markets // Marc Baaij, with Patrick Reinmoeller
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Nota di contenuto	Intro -- Mapping a Winning Strategy -- Acknowledgements -- Contents -- List of Figures -- List of Abbreviations -- About the Authors -- Preface: Why Read This Book? -- The Challenges of Strategy -- Who should read this book? -- What is this Book About? A Better Method for Strategy Development and Execution Under VUCA -- Leadership Perspective -- Advantages of the Method -- Building on Proven Successful Best Practices -- What Does the Book Look Like? -- 1. Overcoming the challenges of strategy with the mapping method -- Introduction -- Challenges and stress factors of strategy -- Limitations of popular approaches to strategy -- Conventional Strategic Planning -- Limitations of Conventional Strategic Planning -- Boiling the Ocean -- Strategy Development as a Black Box -- The Failure of Strategy Implementation -- Experimenting and Agility as Alternatives to Strategic Planning -- Complexity and Uncertainty -- No Substitutes for Strategy -- The mapping method at a glance -- Engage Stakeholders -- Power -- Alignment -- Explore Strategic Problems -- Problem? No SWOT -- The Problem Gap -- Size the Problem Gap -- Segment the Gap -- Explain the Gap -- Develop Problem Hypotheses. Why does

your firm's problem exist? You begin with developing the potential explanations of the performance gap. What may be the cause(s) of the gap? You distinguish between three routes for developing such explanations: creati -- Test Problem Hypotheses -- Develop Strategic Options and Make a Winning Choice -- Strategy as a Configuration -- Three Routes for Developing Strategy Hypotheses -- Test of a Strategy Hypothesis -- Make Your Choice -- Execute the Chosen Strategy -- Ensure Congruence between Organization and New Strategy -- Anticipate and Remove Roadblocks to Execution -- Advantages of the Mapping Method -- Make Maps: Make it Simpler. Engage Stakeholders: Create a Win-Win Relationship -- Explore Performance Gaps: Focus on What is Most Important -- Develop Strategy Hypotheses: Open up the Black Box of Strategy Development -- Test Hypotheses: Reduce the Odds of Strategy Failure -- Foundations of the Mapping Method -- Exploring Problems through a Sequential Approach -- Extensions of the Mapping Method -- Summary -- Content -- Next Chapter -- Note -- 2. Engaging critical stakeholders to support the strategy processes -- Introduction -- Identify the relevant stakeholders -- Relevance of Stakeholders: Triple A -- Stakeholder-related Critical Success Factors of the Strategy Processes -- Potential Stakeholder-Related Problems in the Strategy Processes -- Lack of Stakeholders' Awareness -- Lack of Stakeholders' Alignment -- Lack of Stakeholders' Ability -- Stakeholders: 'To Affect or Be Affected' -- Stakeholders -- Map the relevant stakeholders in categories -- Assess the Power of Stakeholders -- Assess the Alignment of Stakeholders -- The Interests and Values of the Firm -- The Stakeholder Map -- Customize the engagement approach By category -- Engage Strong Allies -- Engage Strong Opposing Stakeholders -- How to Engage Stakeholders in the Strategy Processes -- Engage for Active Support for the Strategy Processes -- Engage for Acceptance and Approval of Strategic Choices -- Summary -- Next Chapter -- 3. Spotting the real strategic issues and developing superior insights -- Introduction -- Two types of issues: problems and opportunities -- Strategic Problems -- Strategic Opportunities -- How to Discover Opportunities -- How to Use a SWOT to Discover Opportunities -- Develop issue hypotheses -- Develop Potential Explanations of Your Firm's Problem -- Sequential Analysis -- What Is Your Firm's Strategic Problem?.

Where Is Your Firm's Strategic Problem?The second step in the sequential analysis is to segment the prioritized sub-gap(s). You deconstruct these gaps into segments to develop even more fine-grained insights. Segmentation tests for the '80/20 rule' or ot -- Why Does Your Firm's Strategic Problem Exist?The third step is to explain the prioritized segment gaps. A gap is a consequence. You need to find the root causes. These causes are generally your firm's weaknesses and threats from your firm's environment (-- Creative Thinking -- Deductive Reasoning -- Inductive Reasoning -- Engage Stakeholders -- Develop Potential Explanations of Your Firm's Opportunity -- Why Would There Be an Opportunity for Your Firm? -- Look for a Performance Surplus -- Consider Emergent Strategies -- Also, Look for Barriers to Your Firm's Opportunity -- Where Would the Opportunity for Your Firm Be? -- What Would the Size of the Opportunity for Your Firm Be? -- Evaluate Potential Explanations of Your Firm's Performance Gap -- Select Prioritized Explanations as Issue Hypotheses -- Problem Hypothesis -- Opportunity Hypothesis -- Test your issue hypotheses -- How to Prioritize Assumptions -- Define the Desired Support for Your Hypothesis -- Collect and Analyse Data to Realize the Support or Disproof -- Decide on the issue explanation -- Judge -- Persuade --

Influence -- FORMULATE THE KEY QUESTION -- SUMMARY -- Next Chapter -- 4. Developing superior strategic options and making Winning choices -- Introduction -- Strategy as a configuration of choices -- How to develop your strategic options -- Step 1: How to Create Your Options at the Level of Individual Components -- How to Create Options for Your Arena -- Options for Your Arena -- How to Create Options for Your Value Propositions -- Options for Your Value Propositions -- How to Create Options for Your Value Creation Model. Options for Your Value Creation Model -- How to Create Options for Your Value Capture Model -- Options for Your Value Capture Model -- Step 2: How to Create Coherent Configurations of Component Options -- Three routes to develop your strategic options -- Route of Creative Thinking -- Route of Inductive Reasoning -- Route of Deductive Reasoning -- Which Stakeholders To Engage? -- Which Route to Take? -- How to Deal with Trade-offs between Your Options -- Arena Trade-offs -- Value Proposition Trade-offs -- Value Creation Trade-offs -- Value Capture Trade-offs -- How to Deal with Parallel Strategy Processes of Competitors and Other Stakeholders -- How to Anticipate the Unintended Consequences of Your Strategy -- How to Use Timing in Strategy -- How to ensure congruence between your strategy configuration and organization configuration -- The Organization Configuration -- The Components of the Organization Configuration -- How to Ensure Congruence if Your Strategic Issues Have External Causes -- How to Ensure Congruence if Your Strategic Issues Have Internal Causes -- How to develop and test your strategy hypotheses -- How to Evaluate Strategic Options -- How to Prioritize and Select -- How to Test Strategy Hypotheses -- How to Identify the Assumptions -- How to Prioritize Assumptions -- How to Determine the Desired Support and Disproof of a Prioritized Assumption -- How to Collect and/or Create Data and Conduct Analyses to Realize the Support or Disproof -- How to Make Your Winning Strategic Choice -- How to Judge the Outcomes of a Hypothesis Test -- How to Make a Choice between Accepted Strategic Options -- How to Set Objectives for the New Strategy -- How to Persuade and Influence Relevant Stakeholders -- How to Persuade Your Stakeholders -- How to Influence Your Stakeholders -- Summary -- Next Chapter.

5. Making your strategy work: anticipating execution issues -- Introduction -- How to create congruence between your strategy and organization -- The Need to Adapt Your Organization Configuration for Congruence with Your New Strategy -- Changing Your Resources and Capabilities -- Changing Your Organization Configuration -- Changing Your Processes -- Changing Your Organization Structure -- Changing Your Organization Systems -- Changing Your Culture -- HOW TO ANTICIPATE POTENTIAL ROADBLOCKS TO THE EXECUTION OF YOUR STRATEGY -- Three Potential Roadblocks -- A Lack of Your Stakeholders' Awareness -- A Lack of Your Stakeholders' Alignment -- How Misalignment Plays Out. A lack of alignment of your stakeholders will cause resistance by these stakeholders against your new strategy and its execution. These misaligned stakeholders may respond in a variety of ways to your new strategy. Some may pay -- A Lack of Your Stakeholders' Ability -- Lack of Flexibility. Your stakeholders may have become rigid over time. For example, your subordinates have been doing some tasks for a very long time and have become very good at it. But they have lost their flexibility and openness for change. Core capa -- Lack of Empowerment. A lack of ability to execute your new strategy may also stem from ineffective organization structures and processes. For example, take a bureaucratic colossus with many hierarchical layers, lengthy procedures, lack of transparency, la -- Lack of Time.

Stakeholders who are aware and willing may still find it difficult to commence with your strategy execution roadmap because they lack the time. Stakeholders may be too busy with the 'business-as-usual' activities. The madness of the day take -- HOW TO DEVELOP YOUR EXECUTION ROADMAP -- How to Create Conditions for Change. Create Stakeholders' Awareness of the Issue and Your Strategy and Execution Roadmap.

Sommario/riassunto

In an increasingly connected world experiencing accelerating levels of technological disruption, the strategic challenges for business leaders are greater than ever before, and conventional approaches to strategy are unable to contend with today's VUCA (volatile, uncertain, complex and ambiguous) business environment. A new approach to strategic decision-making is required to motivate and mobilize stakeholders to achieve the business's overarching goals, such as making a profit and delivering on people- and planet-related objectives. "Mapping a Winning Strategy" introduces a new mapping method for creating and executing an effective business strategy. This method uses visual maps to engage colleagues throughout the organization, ensuring that every stakeholder's voice is considered by avoiding a top-down approach. It also enables business leaders to identify the strategic issues they face without distraction, so that a clear path is formed towards the best strategic plan. By mapping out the most effective strategy, organizations can anticipate and manage roadblocks to strategic change and make winning and well-executed operational choices.
