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    | Nota di contenuto | Intro -- Mapping a Winning Strategy -- Acknowledgements -- Contents -- List of Figures -- List of Abbreviati ons -- 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 --

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 acceleratinglevels of technological disruption, the strategic challenges for businessleaders are greater than ever before, and conventional approaches to strategyare unable to contend with today's VUCA (volatile, uncertain, complex andambiguous) business environment. A new approach to strategic decision-making isrequired to motivate and mobilize stakeholders to achieve the businesssoverarching goals, such as making a profit and delivering on people- and planet-relatedobjectives. "Mappinga Winning Strategy" introducesa 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 stakeholders voice is considered by avoiding a top-downapproach. It also enables business leaders to identify the strategic issuesthey face without distraction, so that a clear path is formed towards the beststrategic plan. By mapping out the most effective strategy, organizations cananticipate and manage roadblocks to strategic change and make winning andwell-executed operational choices.