

1. Record Nr.	UNINA9910828871303321
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Titolo	Weak signals for strategic intelligence : anticipation tool for managers / / Humbert Lesca, Nicolas Lesca
Pubbl/distr/stampa	London, : ISTE Hoboken, N.J., : Wiley, c2011
ISBN	9781118602775 1118602773 9781299187795 129918779X 9781118602874 1118602870 9781118602812 1118602811
Edizione	[1st edition]
Descrizione fisica	1 online resource (246 p.)
Collana	ISTE
Altri autori (Persone)	LescaNicolas LescaHumbert
Disciplina	658.4/72
Soggetti	Strategic planning Management
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Adaption and rev. of: Les signaux faibles et la veille anticipative pour les decideurs. 2011.
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Cover; Weak Signals for Strategic Intelligence; Title Page; Copyright Page; Table of Contents; Introduction; Chapter 1. Concepts, Issues and Hypotheses; 1.1. Introduction: governance and radar; 1.1.1. Steering the ship; 1.1.2. Corporate governance and strategic decision-making; 1.1.3. The ship's radar (radio detection and ranging); 1.1.4. The organization's "radar", a tool for its governability; 1.2. The organization's environment and its governance through a "storm"; 1.2.1. The ship, the ocean, and any danger to be faced 1.2.2. The enterprise, its environment, uncertainty, hazards, and opportunities1.2.3. Scrutinizing and interpreting the environment; 1.3. Anticipation (act of looking forward); 1.3.1. Anticipating: definition and examples; 1.3.2. Do not confuse anticipation with forecasting; 1.3.3.

Anticipation and scenario-based prospective: possible complementarity; 1.3.4. Anticipating odd events, discontinuities, anomalies, etc; 1.4. Anticipative information: two types; 1.4.1. Definition; 1.4.2. Difference between strategic information and day-to-day management information 1.4.3. Two types of anticipative information 1.5. Weak signals; 1.5.1. Definition of a weak signal; 1.5.2. An example of weak signal as the trigger to a warning; 1.5.3. Should we prefer a "strong" but backward-looking signal, or a "weak" but forward-looking signal?; 1.5.4. Conversion, transformation of a weak signal into an early warning signal; 1.5.5. Should we refer to a "signal" or a "sign"? Intentionality of the sender; 1.5.6. Weak signals... or decoys, deceptions, and information asymmetry; 1.5.7. Characteristics of a weak signal: "stealthy information" 1.5.8. Sources emitting weak signals: examples 1.6. Detecting weak signals; 1.6.1. Individual intelligence (in the Latin sense of the word): a definition; 1.6.2. Cognitive style of a person; 1.6.3. Individual cognitive biases; 1.6.4. Fear; 1.7. Interpreting, amplifying and exploiting weak signals to support strategic decision making; 1.7.1. Need for collective intelligence (CI) for interpreting weak signals; 1.7.2. CM: justification and definition of the process; 1.7.3. Definition of CI as the emergence of CCM; 1.7.4. From CCM to knowledge management 1.8. Puzzle® method for the operationalization of CCM 1.8.1. Issue: why the puzzle metaphor?; 1.8.2. Definition of the Puzzle® method; 1.8.3. Fundamental hypotheses of the Puzzle® method; 1.8.4. Work group and CI; 1.9. Global VASIC process for detecting, recognizing and utilizing weak signals; 1.9.1. Targeting of anticipative scanning and information sources; 1.9.2. Tracking and individual selection of weak signals; 1.9.3. Escalating information, collective/centralized selection and storage; 1.9.4. Dissemination and preparation of information for CCM sessions; 1.9.5. Animation 1.9.6. Measurements: performance indicators of the VASIC process

Sommario/riassunto

The expression ""We did not see it coming!"" has often been heard in recent years from decision makers at the highest levels of the private and public sectors. Yet there were actually early warning signals, but they were often ignored due to a lack of appropriate methodology. Focusing on the concept of a weak signal, this book provides methods for anticipating problems and dealing with blind spots. Along with examples of this concept, the authors provide answers to questions of feasibility, including how to recognize a weak signal, and how to exploit it. Numerous applications are also presente