
CONTENTS

ACKNOWLEDGMENTS	XI
INTRODUCTION	XIII
The New Competitive Context	xiv
Winning in the New Environment	xvi
Reinventing Strategy with Strategic Learning	xvi
Why This Book?	xviii
Getting to Excelling	xix
PART I WHAT EVERY ORGANIZATION NEEDS TO KNOW ABOUT STRATEGY	1
CHAPTER 1	
The Real Job of Strategy	3
What Is Strategy?	5
What Key Questions Must Strategy Answer for Us?	6
Choice-Making in Action	8
Strategy and Planning Are Different	12
Closing the Doing/Excelling Gap	14
CHAPTER 2	
Defining Competitive Advantage: How Much More Value Do You Deliver Than Your Competitors?	15
Mind the Gap	16

Stretching the Elastic Band	18
GM's Race to the Bottom	21
Value Leadership through a Winning Proposition	24
What's Your Winning Proposition?	26
The Moment of Truth	27
PART II APPLYING STRATEGIC LEARNING TO CREATE AN ADAPTIVE ENTERPRISE	31
CHAPTER 3	
Strategic Learning: Four Key Steps, One Cycle	33
Do You Have a Robust Method?	34
What Were We Thinking?	35
The Theory of Natural Selection	37
Complexity Theory	39
Learning Organizations	39
Strategy's New Mission	40
The Five Killer Competencies	40
The Strategic Learning Cycle	41
What We've Learned from Deming	42
Building Capability through Deliberate Practice	43
CHAPTER 4	
Learn: Using a Situation Analysis to Generate Superior Insights about Your External Environment and Your Own Realities	47
The "Sense and Respond" Imperative	48
Learning through the Situation Analysis	49
Analyzing Customer Needs	51
Who Are Our Stakeholders and Why Do They Matter?	59
Analyzing Competitors	63
Interpreting Industry Dynamics	66
Taking a Broader View	68
Facing Your Own Realities	69

Contents	vii
Pulling Together the Situation Analysis	73
Winning the Battle for Insights	75
Doing a Great Situation Analysis: The Rules of Success	78
 CHAPTER 5	
Focus: Clarifying Your Winning Proposition and Identifying Your Key Priorities	81
Making Your Strategic Choices	81
The Parmenides Fallacy	83
Value Proposition versus Winning Proposition	87
Where Does Your Vision Fit In?	90
Delivering Superior Profits	90
The Three Bottom Lines	93
Your Key Priorities	95
How the Girl Scouts Did It	99
Deciding What Not to Do	103
 CHAPTER 6	
Align: Mobilizing Your Entire Organization behind Your Strategy	109
Leading a Journey	110
The Golden Rules of Successful Execution	112
Closing the Gaps	113
The Business Ecosystem	119
Changing an Organization's Culture	125
Avoiding the Values Trap	131
 CHAPTER 7	
Overcoming Resistance to Change and Driving Momentum	135
Dealing with the Sources of Resistance	137
The Lessons of the Sigmoid Curve	138
The Curse of Success	139
Launching the Second Curve	142
Maximize Participation	146
Generate Short-Term Wins	149
Deal Directly with Resisters	150
Set a Shining Example	154

CHAPTER 8**Translating Your Strategy into a Compelling Leadership****Message****157**

What Is Leadership?	160
Building a Cathedral	161
Commander's Intent	162
Who Are the Leaders?	163
Developing Your Leadership Message	165
The Power of Storytelling	167
The Need for Repetition	169

CHAPTER 9**Execute: Implementing and Experimenting in the Strategic****Learning Cycle****171**

Learning through Experimentation	172
Learning from Others	174
Learning from Mistakes	175
Experiential Learning: The After-Action Review	176
Strategic Learning 365 Days a Year	179

PART III INTEGRATING STRATEGY AND LEADERSHIP**181****CHAPTER 10****Leading through a Crisis****183**

Dealing Successfully with the Unexpected	184
Learning Your Way Out of a Crisis	186
Building Readiness	188
Seizing Opportunities during a Crisis	190
The Human Dimension	191

CHAPTER 11**Becoming an Integrated Leader****195**

The Three Domains of Leadership	196
Articulating Your Leadership Credo	199
The Quest for Self-Knowledge	201
The Lifeline Exercise	202
Applying Strategic Learning to Yourself	206

Contents		ix
CONCLUSION		
The 5 Cs: Choices, Clarity, Change, Courage, and Compassion		211
The Five Cs		213
APPENDIX		217
NOTES		219
INDEX		225

<http://www.pbookshop.com>

<http://www.pbookshop.com>