

Contents

Acknowledgements	ix
PROLOGUE: When Strategy Meets Creativity	1
1 False Separations and Creative Connections	3
2 What is Creativity?	11
3 Uncreative Strategy	19
4 A More Creative View of Strategy	33
5 Creating and Discovering a Creative Strategy Process	41
The ROYAL SHAKESPEARE COMPANY: Prologue	46
PART I The Innovative Act: Discovery and Creation	51
6 The Bisociations of Strategic Innovation	53
7 The Six Outcomes of Strategic Innovation	63
8 Sparking Strategic Innovation	87
The ROYAL SHAKESPEARE COMPANY Act I: The Innovative Act	101
PART II Strategic Entrepreneurship: Dilettantes and Diligence	105
9 The Five Angles of Strategic Entrepreneurship	107

viii CONTENTS

10	Three Angular Journeys of Entrepreneurship	127
	The ROYAL SHAKESPEARE COMPANY Act II: The Entrepreneurial Act	139
	PART III Strategic Leadership: Envisioning and Interacting	143
11	Leading from the Middle	145
12	The Strategic Leadership Keypad	157
13	Shifting Keys: Leadership as Envisioning and Interacting	175
	The ROYAL SHAKESPEARE COMPANY Act III: The Leadership Act	192
	PART IV Strategic Organization: Focussing and Loosening	197
14	From Principles of Excellent Organizations to Organizational 'Virtues'	199
15	Seven Virtues of Strategic Organization	207
16	Strategic Organization: Where Creative Strategy Ends (and Begins Again)	227
	The ROYAL SHAKESPEARE COMPANY Act IV: The Organizational Act	235
	Sources and Suggested Further Reading	243
	References	259
	Index	267