CONTENTS

Fo	Foreword Preface Acknowledgements	
Pı		
A		
1	THE COGNITIVE PERSPECTIVE COMES OF AGE	1
	Managing in times of disorder	4
	Strategy as 'content' versus strategy as 'process'	6
	The nature and purpose of theory and research	7
	The managerial and organizational cognition	
	perspective	8
	Origins of the managerial and organizational	
	cognition perspective	11
	The human information processing model of skilled	
	performance	12
	Heuristics and biases in strategic decision making	13
	The non-rational escalation of commitment to a	
	failing course of action	18
	The conflict theory of decision making	19
	Mental representations: schemata, cognitive maps	
	and mental models	21
	Enactment, sense-making and the enacted	
	environment	25

The competent organization

	Combining the computational and interpretive	
	perspectives Structure of the book	26
	Structure of the book	27
2	ORGANIZATIONAL LEARNING	32
	The learning organization	36
	Providing a values proposition and a logic for	
	managing and organizing	36
	Requisite managerial competencies for a learning	
	organization	37
	Organizational learning	42
	Cognitive change and commonly shared	
	understandings	49
	Tacit knowledge and the competent mindlessness of	
	the individual	51
	Eliciting tacit knowledge: organizational knowledge	
	creation processes	52
	Communities of practice and collective learning	56
	The problem of collective forgetting	62
	Competency traps and progressing organizational	
	simplicity Concluding the second of the sec	66
	Concluding remarks	69
3	DISTRIBUTED COGNITION, ORGANIZATIONAL	
	MEMORY AND KNOWLEDGE MANAGEMENT	72
	Team mental models	77
	Group information sharing (sampling behaviours)	79
	Transactive memory (and transactive knowledge)	82
	Cognitive consensus	85
	Distributed cognition: networks of people and	
	technology	86
	Organizational-level knowledge structures and	
	organizational memory	89
	Strategic analysis and organizational memory	93
	Linking organizational learning to knowledge structures	
		98
	Organizational learning as mindful performance Communication and knowledge management in	100
	learning organizations	
		103

Contents

	Intra-organizational information markets	109
	The problem of information overload	113
	Summary and conclusions	118
4	COMPETITION AND COGNITION	122
	Analysing the structure of business competition:	
	insights from socio-cognitive theory and research	124
	The nature and role of categorization processes in	
	competitor definition	128
	Competitive enactment and institutional	
	isomorphism	133
	Relational modelling, vicarious learning and social	
	identification	137
	Cognitive inertia	140
	Challenges to prevailing wisdom: situated learning	
	and the cognitive life cycle of market domains	142
	Section summary	144
	Mapping mental models of competition as a basis for	
	exploring micro-processes of strategizing within	
	and between firms	145
	Methodological limitations of empirical studies	
	supporting the emerging socio-cognitive theory	
	of competitive industry structures	145
	The case for studying individual and sub-group	
	mental models of competitor definition: the	
	processual school revisited	148
	Empirical findings concerning the extent of individual	
	and sub-group differences and homogeneity in	
	mental models of competitor definition	152
	Section summary	156
	Towards fusion: exploring the relative impact of task	
	and institutional influences on managerial mental	
	models of competitive industry structures	157
	Conclusions	158
5	STRATEGIC COGNITION IN TOP MANAGEMENT	
_	TEAMS	160
	The upper echelons perspective on top management	
	teams	161

The competent organization

	Evidence for the upper echelons perspective	164
	Empirical studies linking top team diversity and	
	organizational performance	165
	Executive succession, managerial learning and	
	strategic reorientation	168
	Criticisms of the upper echelons perspective	170
	Increased statistical controls and conceptual	170
	refinements	1 7 7
	Recent studies incorporating direct methods of	1//
	cognitive assessment	179
	Exploring the determinants of executives'	1//
	perceptions and beliefs about strategy	180
	Exploring the consequences of executives'	100
	perceptions and beliefs	187
	Summary and conclusions	191
		171
6	MANAGERIAL COMPETENCIES AND	
	INDIVIDUAL LEVEL FACTORS	193
	Locus of control	197
	Need for achievement and flexibility	203
	Individual differences in the processing of information	204
	Intuitive and creative cognition	213
	Intuition and cognitive maps	214
	Intuition and the intelligent unconscious	219
	The role of intuitive decision making	221
	Intuition and insight	222
	Creative cognition	228
	Key debates on creativity	229
	Implications	235
	Sense-making and sense-giving	236
	The emotionally attuned manager	240
	Concluding remarks	245
_	10101	
7	KNOWLEDGE ELICITATION TECHNIQUES AND	
	METHODS FOR INTERVENTION	247
	Varieties of knowledge	249
	Causal cognitive mapping techniques	254
	Methods for eliciting and representing causal maps	254
	Memory errors in causal mapping	259

Contents

	Comparing causal maps	262
	Causal mapping techniques as a basis for	
	organizational intervention	264
	Mapping techniques for revealing dimensional and	
	hierarchical relationships among conceptual stimuli	266
Hierarchical taxonomic interview techniques Similarity-based scaling and clustering techniques Repertory grid and related techniques Scenario-based intervention procedures Concluding remarks 8 CONCLUSIONS AND FUTURE DIRECTIONS Validating key components of strategic competence at the individual level The strategic up-side of selective processing Understanding the implications of new forms of work organization Competence, trust and the paradoxical need to trust in competence		267
	269	
		277
	Scenario-based intervention procedures	283
	Concluding remarks	292
8	CONCLUSIONS AND FUTURE DIRECTIONS	297
	Validating key components of strategic competence at	
		300
	The strategic up-side of selective processing	305
		309
	Competence, trust and the paradoxical need to trust	
	in competence	312
	Understanding the nature and significance of emotion	314
	Refining the assessment of actors' mental	
	representations and the modelling of the strategic	
	management process	316
	Exploring strategic management processes beyond the	
	top team	321
	Further cross-fertilization with adjacent fields of study	323
	Validating the notion of strategic competence at the	
	organizational level	330
	Final reflections	333
		555
	eferences	335
Author index		392 404
Su	Subject index	