Contents

		Page
	INTRODUCTION: Turning Strategy into Action Ken Irons	1
PART 1	MANAGING STRATEGIC CHANGE	
	Successfully Implementing Strategic Decisions Larry D. Alexander	9
	Strategy in Action — Techniques for Implementing Strategy Richard Reed and M. Ronald Buckley	17
	Bridging the Awful Gap between Strategy and Action Roy Wernham	25
	Managing Strategic Change: An Integrated Approach Colin A. Carnall	35
	Linking Organizational Effectiveness and Environmental Change Frank Shipper and Charles S. White	47
	Managing Change Robert M. Worcester	55
PART 2	PUTTING PLANS INTO ACTION	
	Strategic Planning and Participation: A Contradiction in Terms? H. J. Kloeze, A. Molenkamp and F. J. W. Roelofs	63
	How Planning Works in Practice — A Survey of 48 U.K. Companies Shawki Al-Bazzaz and Peter M. Grinyer	75
	Human and Organization Problems in Corporate Planning A. C. B. Wilson	89
	Participation in Planning H. H. Berschin	95
	Strategic Planning for Public Affairs Thomas G. Marx	101
PART 3	CASES IN SUCCESSFUL IMPLEMENTATION	
	Creating a Productive Culture at Shell Chemicals Ian A. Thornley	111
	Planning for a Rapidly Changing Environment in SAS Olle Stiwenius	117
	Changing the Corporate Culture of Rank Xerox Paul Chapman	125
	Successful Strategies — The Story of Singapore Airlines (SIA) Karmjet Singh	131