Contents

Acknowledgements		v
1	Once Upon a Time	
2	Planning the Future in Turbulent Environments	20
3	Strategy = Understanding What's Outside the Firm	34
4	Strategy = Understanding What's Inside the Firm	53
5	Strategy is Dead. Long Live Scenario Planning!	70
6	Strategy = Emergence and Rational Planning	84
7	Strategy is What Strategists Do! Strategy as Practice	97
8	Gaps, Rhetoric and Realities	111
9	In Conclusion the Futures of Strategy?	130
References		143
Index		155