
Contents

List of figures, tables, and boxes	xi
About the author	xiii
Preface	xv
Acknowledgments	xix

Introduction	1
Organization of the book	3

PART I: HOW DID WE GET HERE? 5

Strategy: a snapshot

1	Chronology of strategy	7
	Ancient Greek concept of strategy	8
	Military influence on strategy	9
	Twentieth-century corporate strategy	11
	Strategy and the academy	13
	Strategy and consultancies	15
	Shift in corporate strategy role	16
2	Contemporary competing views of strategy	19
	Technical rational influence	19
	Emergent theory influence	21
	Comparative discussion	22
	Complexity theory	23
	Chaos theory	24
	Implications of the history of strategy	26
	Strategic planning and strategic thinking: two sides of the coin	28

3	Global sketches of strategy	31
	Three legendary strategists from across the globe and across the ages	32
	Culture's influence on strategic thinking	34
	Modern strategic dilemmas	36

Part I: Summary and questions 41

PART II: HOW DO WE LEARN TO THINK STRATEGICALLY? 45

Formal learning takes a backseat to informal learning

4	What is strategic thinking?	47
	Cognitive Clusters for Strategic Thinking and Strategic Planning™	48
	The Sloan Triad Model of Strategy™	50
5	Informal and formal learning defined	55
	Informal learning	56
	Incidental and intentional learning	57
	Formal learning refuted	59
6	Context and learning transfer as factors in the strategic thinking process	65
	Metaphor as a learning transfer mechanism	66
7	Three-stage model for learning strategic thinking	75
	Preparation stage	75
	Experience stage	81
	Reevaluation stage	88
	Role of reflection in the three-stage informal learning process	91

Part II: Summary and questions 93

PART III: HOW DO WE GET STARTED? 97

Build a foundation

8	Framing as a structural process	99
	Framing	99
	Shifting and shattering frames	103
	Critical reflection as a tool for shifting and shattering frames	104
	Reframing	106
	Six framing traps that impede reframing	108
	The double-edged sword: experience and expertise	110
9	Learning domains used for strategic thinking	113
	Data, information, and knowledge	114
	Three predecessors of the <i>surf</i> and <i>dive</i> learning domains	116
	The <i>surf</i> and <i>dive</i> learning domains	119
	Transformative learning	125
	Content, process, and premise reflection	127

Part III: Summary and questions 131

PART IV: HOW DO WE TEST THE FOUNDATION? 135

*Critical dialogue and critical inquiry as essential parts
of learning to think strategically*

- 10** Role of critical dialogue in the strategic thinking process 137
 - Three factors of a good strategic thinking dialogue 139
 - Comparison: critical dialogue, discussion, and debate 144
 - Learning to dialogue 148
- 11** Role of critical inquiry in the strategic thinking process 153
 - Good questions 155
 - Critical dialogue in the three-stage learning process 156
 - Seven dimensions that benefit from critical inquiry 159

Part IV: Summary and questions 163

PART V: HOW DO WE “KNOW” THIS? INTUITION AS AN
OUTGROWTH OF EXPERIENCE 165

*Strange bedfellows: intuition and analysis as partners
in the strategic learning process*

- 12** Intuition as a must-have for learning to think strategically 167
 - Tacit knowledge 170
 - The intuition factor and framing 173
 - Noticing “red flags” 177
 - Challenging through reflection *in* action and reflection *on* action 179
 - The element of surprise 181
- 13** The roles of analysis and intuition in strategic decision making 185
 - Intuition as a check on analysis 187
 - Analysis as a check on intuition 188
 - Decision-making approaches to strategic thinking 189
 - Coordinating intuition and analysis 192

Part V: Summary and questions 195

PART VI: WHAT ROLE DOES CULTURE PLAY? 197

You’d be surprised: culture as a factor for learning to think strategically

- 14** The role of culture on strategic thinking 199
 - Culture’s impact on pattern recognition 200
 - Typical faux pas 202
 - Cross-cultural dimensions impact frames 202
 - Challenges of introducing strategic thinking across cultures 206
 - Shattering and reframing across cultures 208
 - Everyone can learn to think more strategically 209

15	Debunking the myth of the chosen few: five attributes	213
	Imagination	216
	Broad perspective	218
	Juggle	221
	No control over	223
	Desire to win	225
	Interplay of the five attributes	226
	Storytelling as a technique for attributes integration	227

Part VI: Summary and questions 231

PART VII: HOW TO BECOME A STRONGER STRATEGIC THINKER? 233

Engage in the arts

16	Strengthen strategic thinking through the arts	235
	Advantages of engaging in the arts	235
	Arts support the five attributes	238
	Critical reflective processes strengthen the five attributes	241
17	Three unconventional approaches that support learning to think strategically	245
	AND polarity thinking	245
	Metaphor	249
	Drawing	252
	Three conventional learning processes	256
	Adaptation – a strategic expectation	259

Part VII: Summary and questions 267

PART VIII: WHERE DO WE GO FROM HERE? 271

Suggestions for learning to think strategically

18	Where we've come from and where we can go: some suggestions	273
	Suggestions for individuals	274
	Suggestions for learning facilitators	274
	Suggestions for business school curricula	277
	Suggestions for organizations	279

A “cheat sheet” for individuals and organizations 281

Part VIII: Summary and questions 285

Final summary	287
Bibliography	289
Index	301