

Contents

Preface	vii
The Authors	xi
1. Demise of Strategic Planning and Its Dynamic Replacement	1
2. Lessons from Experience	17
3. Lessons from Strategy Knowledge	31
4. Building a Strategic System	43
5. Making a Strategic Assessment	57
6. Crafting a Strategic Statement	67
7. Using Guided Involvement	97
8. Leading, Changing, and Following-Up in Real Time	119
9. Facilitating Real-Time Strategy: A New Role for Consultants	137
10. Real-Time Issues FAQ	153
11. Last Words on Underlying Themes	163
Appendix A: Coast Yellow Pages—A Research Case Study	169
Appendix B: Gamma Bank—A Research Case Study	185

vi CONTENTS

Appendix C: Petrofuels Energy—A Research Case Study	193
Appendix D: Johnson & Johnson Statement of Strategic Direction	211
References	213
Index	221