Contents

Preface to the First Edition vii
Preface to the Second Edition xv
Preface to the Third Edition xix
About the Author xxiii

1 Introduction to Strategy in Practice 1
2 Strategic Thinking 31
3 Sense Making and Strategic Insight 55
4 Insight-Driven Strategic Analysis 87
5 High-Level, “Big-Picture” Strategic Analysis 119
6 Supporting-Level Strategic Analysis 175
7 Strategy Formation and Evaluation of Strategic Options 219
8 Strategy Execution and Performance Appraisal 255
9 Insight-Driven Strategy in Perspective 293

Appendices: Putting Strategy to Practice 317
Appendix A: Probing the Strategic Boundaries of the Firm's Unique Competing Space 319
Appendix B: Strategy Mapping and Narrative (based on Analysis of the Relevant Strategy Building Blocks) 331

Index 341