MANAGING UNCERTAINTY

Strategies for surviving and thriving in turbulent times

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## 1 Introduction: managing in an uncertain world

- The uncertain world order  
- Speed and multiplication  
- Convergence and interconnectivity  
- Looking ahead  
- New patterns of uncertainty  
- The essence of this book

## 2 Strategic anticipation

- Flexible planning  
- Integrating strategy determination and execution  
  Case examples: Capital One Bank, GlaxoSmithKline, Procter & Gamble, RBS, Singapore government, Tata Group

## 3 Navigational leadership

- Inspiring confidence  
- Ensuring transparency, accountability and good governance  
- Ensuring speedy and informed decision-making  
- Involving and engaging staff  
- Conclusion

Case examples: Balfour Beatty, Capital One Bank, Cochrane Collaboration, Ford Motor Company, Honda Europe, HSBC Rail (UK), Marsh, Nokia, Random House, RBS, Simmons & Simmons, States of Jersey, SunGard India, Wipro Infocrossing
8 Conclusion: creating an integrated approach

Reconfiguring businesses to manage uncertainty
Developing a capabilities framework
Plotting a pathway
Conclusion

Appendix
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