## Contents

Figures, Tables, and Boxes  x
About the Author  xii
Preface  xiii
Acknowledgments  xvii
Introduction  xxi

### PART I: HOW DID WE GET HERE?  1

*Strategy: A Snapshot*

1  Chronology of Strategy  3
   Ancient Greek Concept of Strategy  4
   Military Influence on Strategy  6
   Twentieth-Century Corporate Strategy  8
   Strategy and the Academy  10
   Strategy and Consultancies  13
   Shift in Corporate Strategy Role  14

2  Contemporary Competing Views of Strategy  17
   Technical Rational Influence  17
   Emergent Theory Influence  20
   Comparative Discussion  21
   Complexity Theory  22
   Chaos Theory  23
   Strategic Planning and Strategic Thinking: Two Sides of the Coin  26

3  Implications of the History of Strategy for Strategic Learning  29
PART VIII: WHAT ROLE DOES CULTURE PLAY?  193

You'd Be Surprised: Culture as a Factor for Learning to Think Strategically

22  The Role of Culture in Strategic Thinking  195
Culture's Impact on Pattern Recognition  197
Typical Faux Pas  198
Cross-Cultural Dimensions that Impact upon Frame Formulation  199

23  The Challenge of Introducing Strategic Thinking Across Cultures  205
Shattering and Reframing Across Cultures  207
Anyone Can Learn to Think Strategically  208

PART IX: IS ANYBODY BORN WITH THIS KNOW-HOW?  213

The Myth of the Chosen Few: Five Critical Attributes for Learning to Think Strategically

24  The Five Critical Attributes  215
Imagination  218
Broad Perspective  221
Juggle  223
No Control Over  225
Desire to Win  228

25  Interplay of the Five Attributes  231
Communication Techniques for Attributes Integration  232

26  Adaptation as a Strategic Expectation  235
Details Can Doom Adaptation  239

PART X: HOW CAN WE BECOME BETTER STRATEGIC THINKERS?  243

Engaging in Informal Learning Approaches: Strengthening the Five Attributes and Critical-Reflective Processes

27  Developing the Five Essential Attributes  245
The Arts to the Rescue  247
Benefits of Engaging in the Arts  249

28  Developing Critical-Reflective Processes  251
Critical-Reflective Processes Strengthen the Five Attributes  251
“And” Thinking  253
Two Learning Processes: Action Learning and Lateral Thinking  256