



PUBLISHING
FINANCIAL TIMES

THE STRATEGY BOOK

**How to think
and act
strategically
to deliver
outstanding
results**

MAX MCKEOWN

**Strategy is
about shaping
the future.**

**Smart strategy
is the best way
to desirable
ends with
available
means.**

The Strategy Book

Table of Contents

Front Cover

Praise for The Strategy Book

Half Title Page

Title Page

Copyright Page

Contents

About the author

First words

Introduction

What is strategy?

part 1 Your strategic self

Shaping the future

Thinking before you plan

Becoming a strategic thinker

Selling your strategy

part 2 Thinking like a strategist

Reacting is as important as planning

Taking risks (jump your uncertainty gaps)

Looking over your shoulder

Table of Contents

Knowing where the grass (really) is greener

part 3 Creating your strategy

Seeing the big picture

Finding position, intention and direction

Looking for advantages

Making strategic decisions and choices

Adapting to your competitive environment

part 4 Winning with strategy

Winning strategy games

Creating new markets

Getting ahead of your strategic group

Growing your business (again and again)

Going global without going broke

Knowing what you can do best

part 5 Making your strategy work

Managing your strategy process

Meetings for strategic minds

Managing change, making strategy work

Understanding what can go wrong

Saving your company from failure

part 6 The strategy book toolkit

The basic (powerful) strategy questions

Quick start strategy

SWOT analysis

Table of Contents

Porters 5 forces of competition
Porters generic strategies
Burgelmans strategy dynamics model
Porters value chain and value system
Core competencies and resource-based view
Nonaka and Takeuchis knowledge spiral
Peters, Athos and Watermans 7-S framework
Scenario planning
Ansoffs growth grid
The Boston Consulting Group (BCG) growth share matrix
Kim and Mauborgnes four actions
Greiners growth (and crisis) model
De Wit and Meyers strategy tensions
Cummings and Wilson: orientation and animation
Lewins force field analysis
Kotters eight phases of change
Kaplan and Nortons balanced scorecard
Hrebiniaks model of strategy execution
Hammer and Champys business process redesign
Michaud and Thoenigs strategic orientation
Burgelman and Groves strategy bet model
Argyris double and single loop learning
Mintzbergs deliberate and emergent strategy

Table of Contents

Johnsons white space model

Prahalad and Harts bottom of the pyramid

Staceys strategy from complexity

Harts sustainability value framework

House of strategy

Innovation + strategy = adaptability

Final words

Further reading

Publishers acknowledgements

Index

Back Cover