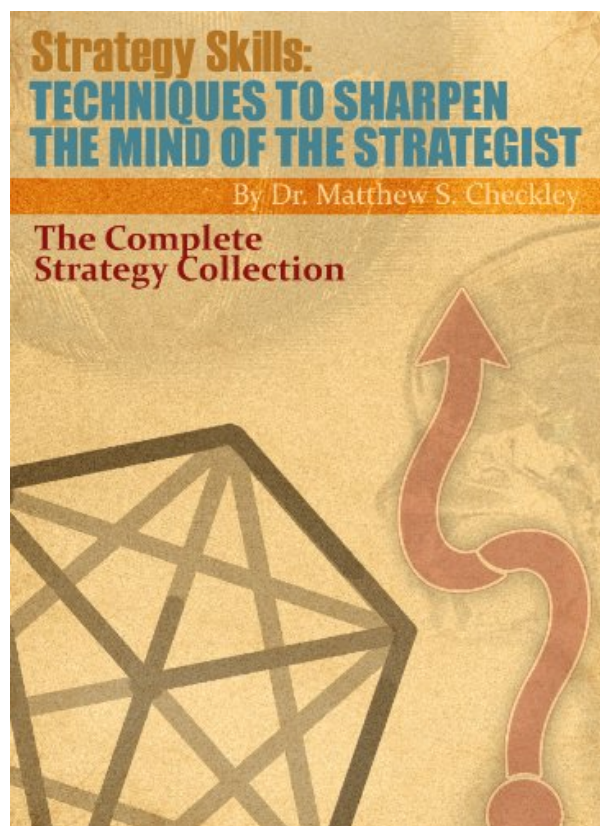
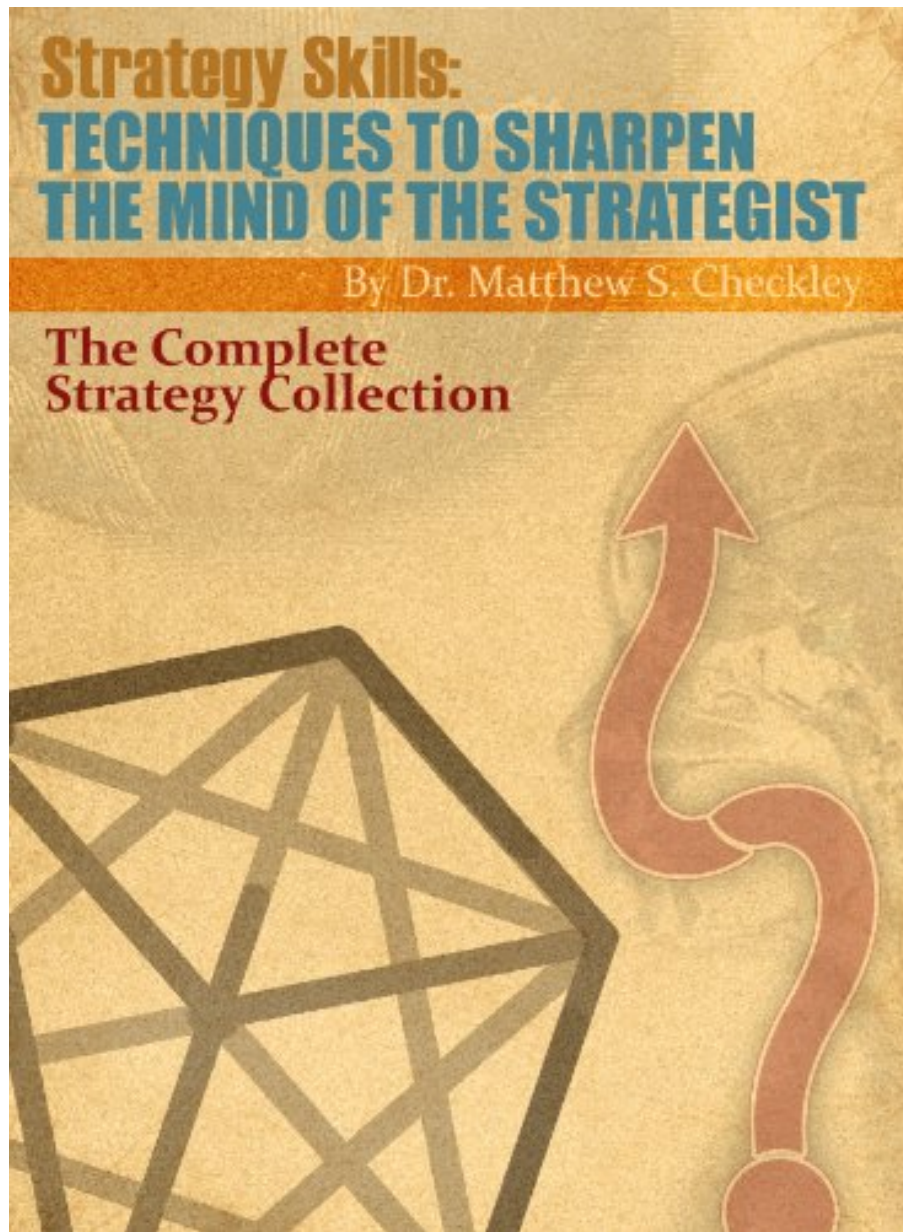


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How strategy is central to human history and thought.

Chapter 2: Success

How the pre-eminent theory of strategic management can wrestle simplicity from the vast complexity of strategizing.

Section Two – “Criticisms”

Chapter 3: Learning Strategists

The disturbing truth of what practicing strategists actually do.

Chapter 4: Critical Thinking

How biases infect our thinking and some (partial) solutions.

Chapter 5: Networks, Bankers and Bonuses

Social networks can be powerful forces for good or bad.

Chapter 6: The Partially-Mute Hypocrite

The bigger the gap between plans and practical experience, the bigger the opportunity for hypocrisy and failure.

Chapter 7: Extended Minds in the Anti-Creative Flux

How our thoughts are externalized into powerful flowing processes that can limit our creativity.

Chapter 8: Strange Love of Game Theory

How Game Theory is a powerful yet very limited tool for strategy.

Chapter 9: Incompleteness and Completely Losing \$4.6bn

There is not and never will be a “complete” recipe for creating strategy.

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How practice, craft and experience trump theory and models of strategic management.

Chapter 11: Despair

Experimentalism is one way to counter the near-ubiquity of failure in organizations.

Chapter 12: Swan with Risk

Most important risks are not measurable or predictable and so risk analysis must turn to ways to absorb the pain and profit from new opportunities so created.

Chapter 13: Adventurous Forecasting

The value of a forecast is inversely proportional to its accuracy; bad forecasts can teach us how little we really know and thereby prompt a shift to more adaptive and flexible ways.

Chapter 14: Seeing Good Ideas

Strategy is complex and ideas need to be shared; visualizations are the best means to show and share.

Chapter 15: Complex Praise

Complexity theory is hard to make practical and yet its implications – some things you control and some things control you – are vital to clear strategic thinking.

Chapter 16: Guile Guides

Strategizing is a heavy cognitive load, but there are ways to strengthen the thinking muscles.

Chapter 17: Intelligence

Strategy is a kind of organizational intelligence and shared plans can increase the organization's cognitive capacities.

Chapter 18: Drugs and Meaning

A profound sense of meaning is vital to long-term and potent strategy.

Chapter 19: Deep Games

Great strategy plays upon a deep appreciation of the game-like nature of organizations and competition.

Chapter 20: Directions to a Phantom

While you can't learn strategy, you can learn to strategize and this text has outlined some formidable methods for enabling deeper insight to an opaque, contested and hitherto over-formalized field.

Glossary

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