

THE
WHY COMMITTING TO SUCCESS
STRATEGY
LEADS TO FAILURE
PARADOX

[AND WHAT TO DO ABOUT IT]

MICHAEL E. RAYNOR

Coauthor of THE INNOVATOR'S SOLUTION

The Strategy Paradox By Michael Raynor

Paul R. Niven, Ben Lamorte



The Strategy Paradox By Michael Raynor:

The Strategy Paradox Michael E. Raynor, 2007-02-20 A compelling vision Bold leadership Decisive action Unfortunately these prerequisites of success are almost always the ingredients of failure too In fact most managers seeking to maximize their chances for glory are often unwittingly setting themselves up for ruin The sad truth is that most companies have left their futures almost entirely to chance and don't even realize it The reason Managers feel they must make choices with far reaching consequences today but must base those choices on assumptions about a future they cannot predict It is this collision between commitment and uncertainty that creates THE STRATEGY PARADOX This paradox sets up a ubiquitous but little understood tradeoff Because managers feel they must base their strategies on assumptions about an unknown future the more ambitious of them hope their guesses will be right or that they can somehow adapt to the turbulence that will arise In fact only a small number of lucky daredevils prosper while many more unfortunate but no less capable managers find themselves at the helms of sinking ships Realizing this even if only intuitively most managers shy away from the bold commitments that success seems to demand choosing instead timid unremarkable strategies sacrificing any chance at greatness for a better chance at mere survival Michael E Raynor coauthor of the bestselling The Innovator's Solution explains how leaders can break this tradeoff and achieve results historically reserved for the fortunate few even as they reduce the risks they must accept in the pursuit of success In the cutthroat world of competitive strategy this is as close as you can come to getting something for nothing Drawing on leading edge scholarship and extensive original research Raynor's revolutionary principle of Requisite Uncertainty yields a clutch of critical counter intuitive findings Among them The Board should not evaluate the CEO based on the company's performance but instead on the firm's strategic risk profile The CEO should not drive results but manage uncertainty Business unit leaders should not focus on execution but on making strategic choices Line managers should not worry about strategic risk but devote themselves to delivering on commitments With detailed case studies of success and failure at Sony Microsoft Vivendi Universal Johnson Johnson AT T and other major companies in industries from financial services to energy Raynor presents a concrete framework for strategic action that allows companies to seize today's opportunities while simultaneously preparing for tomorrow's promise Summary: The Strategy Paradox BusinessNews Publishing, 2014-11-12 The must read summary of Michael Raynor's book The Strategy Paradox Why Committing to Success Leads to Failure and What to Do About It This complete summary of the ideas from Michael Raynor's book The Strategy Paradox shows that whenever you develop a strategy to achieve a specific objective you are also automatically making some implicit assumptions about what the future market forces will be If that forecast of future market conditions turns out to be incorrect then your strategy which had a reasonable chance of success might turn out to be an absolute failure In his book the author explains that this is the essence of the strategy paradox This summary explains how to hedge your strategic bets by creating a number of strategic options which can be harnessed depending on the actual

marketplace conditions and the four phases of the strategic flexibility process Added value of this summary Save time Understand key concepts Expand your knowledge To learn more read *The Strategy Paradox* and discover the key to protecting your business from failure

The Three Rules Michael Raynor, Mumtaz Ahmed, 2013-05-30 In *The Three Rules* Michael E Raynor and Mumtaz Ahmed provide the answer to the ultimate business question how do some companies manage to keep excelling year after year after year The objective is to deliver the best possible performance and sustain it for as long as possible In every sector there s an outlier An exceptional company that faces the same difficulties as competitors but constantly delivers superior results What are they doing differently And what can they teach us Michael E Raynor and Mumtaz Ahmed analysed 25 000 companies spanning forty five years to find the answers What they discovered were three clear rules that the most exceptional companies follow when faced with the most difficult decisions With a powerful combination of detailed case studies and rigorous data analysis reading learning and applying *The Three Rules* will help your organization become truly exceptional Michael E Raynor is a director at Deloitte Services LP where he explores corporate strategy innovation and growth with clients in a variety of industries He is the coauthor with Clayton Christensen of *The Innovator s Solution* and the author of the bestselling and critically acclaimed *The Strategy Paradox* and *The Innovator s Manifesto* Mumtaz Ahmed is a principal in Deloitte Consulting LLP and the chief strategy officer of Deloitte LLP responsible for the U S firm s strategy corporate development innovation eminence and brand

Strategic Conversations J.-C. Spender, Bruce A. Strong, 2014-05-29 Most organizations fail to take full advantage of their employees knowledge initiative and imagination In this accessible and practical book J C Spender and Bruce Strong provide a guide for building entrepreneurial workforces through carefully designed conversations between management and employees These strategic conversations make employees partners in the strategy development process engaging them to help shape the organization s future The result is transformational instead of strategy being a dry periodic planning exercise for the few it becomes a dynamic and continuous act of co creation enriched by the many Case studies illustrate how leading organizations have used strategic conversations to build sustained competitive advantage create innovative business models make better decisions under uncertainty reduce the need for change management and enhance employee engagement The book will appeal to managers entrepreneurs of all stripes and teachers and students in schools of business and public administration

Tough Calls Linda D. Henman, 2017-06-27 As my clients emerged from the global economic turmoil that began in 2008 I began to see what others didn t see Something was standing in their way usually the unwillingness or inability to make a critical decision They thought they needed more more education more experience more time or more data They had enough of these but they lacked the confidence courage and optimism to make the tough calls Through our work together we learned that when leaders make good decisions little else matters When they refuse to make decisions or show a pattern of making bad ones nothing else matters The most successful leaders realized they could no longer push growth Instead they had to remove

barriers to success obstacles they had erected themselves The compelling stories and surprising research findings in this book focus on real people who actively sought professional improvement and personal development Working together we mapped out their journeys identified roadblocks recognized the wrong turns they had taken and unlocked their decision making potential in some cases more than doubling the size of their companies Most of these stories illustrate how and why these leaders succeed but others serve as warnings about what can happen when leaders refuse to decide **How Dare**

You Manage? Nick Forrester, 2013-10-17 How dare you manage These words are often on the tip of Nick Forrester's tongue as he consults for CEOs and other senior managers Why Because rare is the CEO who has been taught to manage large groups of employees indeed to be accountable for everything for the entire organization Now in this new book Forrester explores the seven CEO management principles by which CEOs can energize all of their employees to achieve high levels of productivity and outstanding results The principles are Create your strategy Choose your organization's functional structure Level the organization Define the work Manage your lateral relationships Build the required talent Make it all happen with effective management practices **CMMI for Acquisition** Brian Gallagher, Mike Phillips, Karen Richter, Sandra Shrum, 2011-03-04 CMMI for Acquisition CMMI ACQ describes best practices for the successful acquisition of products and services Providing a practical framework for improving acquisition processes CMMI ACQ addresses the growing trend in business and government for organizations to purchase or outsource required products and services as an alternative to in house development or resource allocation Changes in CMMI ACQ Version 1.3 include improvements to high maturity process areas improvements to the model architecture to simplify use of multiple models and added guidance about using preferred suppliers CMMI for Acquisition Second Edition is the definitive reference for CMMI ACQ Version 1.3 In addition to the entire revised CMMI ACQ model the book includes updated tips hints cross references and other author notes to help you understand apply and quickly find information about the content of the acquisition process areas The book now includes more than a dozen contributed essays to help guide the adoption and use of CMMI ACQ in industry and government Whether you are new to CMMI models or are already familiar with one or more of them you will find this book an essential resource for managing your acquisition processes and improving your overall performance The book is divided into three parts Part One introduces CMMI ACQ in the broad context of CMMI models including essential concepts and useful background It then describes and shows the relationships among all the components of the CMMI ACQ process areas and explains paths to the adoption and use of the model for process improvement and benchmarking Several original essays share insights and real experiences with CMMI ACQ in both industry and government environments Part Two first describes generic goals and generic practices and then details the twenty two CMMI ACQ process areas including specific goals specific practices and examples These process areas are organized alphabetically and are tabbed by process area acronym to facilitate quick reference Part Three provides several useful resources including sources of further information about CMMI and CMMI ACQ

acronym definitions a glossary of terms and an index Leading for the Future Joe Mutizwa, 2017-05-12 Leading for the Future is a wakeup call for leaders to escape from rear view mirror driving and to get out of the comfort zones of the present so that they can shape the future of their organizations which is their greatest responsibility A compelling account of the essence of navigating change and transformation *Surviving and Thriving in Uncertainty* Frederick Funston, Stephen Wagner, 2010-06-03 A new book to help senior executives and boards get smart about risk management The ability of businesses to survive and thrive often requires unconventional thinking and calculated risk taking The key is to make the right decisions even under the most risky uncertain and turbulent conditions In the new book *Surviving and Thriving in Uncertainty Creating the Risk Intelligent Enterprise* authors Rick Funston and Steve Wagner suggest that effective risk taking is needed in order to innovate stay competitive and drive value creation Based on their combined decades of experience as practitioners consultants and advisors to numerous business professionals throughout the world Funston and Wagner discuss the adoption of 10 essential and practical skills which will improve agility resilience and realize benefits Challenging basic business assumptions can help identify Black Swans and provide first mover advantage Defining the corporate risk appetite and risk tolerances can help reduce the risk of ruin Anticipating potential causes of failure can improve chances of survival and success through improved preparedness Factoring in velocity and momentum can improve speed of response and recovery Verifying sources and the reliability of information can improve insights for decision making and thus decision quality Taking a longer term perspective can aid in identifying the potential unintended consequences of short term decisions *Strategic Intuition* William Duggan, 2013-06-18 How Aha really happens When do you get your best ideas You probably answer At night or In the shower or Stuck in traffic You get a flash of insight Things come together in your mind You connect the dots You say to yourself Aha I see what to do Brain science now reveals how these flashes of insight happen It s a special form of intuition We call it strategic intuition because it gives you an idea for action a strategy Brain science tells us there are three kinds of intuition ordinary expert and strategic Ordinary intuition is just a feeling a gut instinct Expert intuition is snap judgments when you instantly recognize something familiar the way a tennis pro knows where the ball will go from the arc and speed of the opponent s racket Malcolm Gladwell wrote about this kind of intuition in *Blink* The third kind strategic intuition is not a vague feeling like ordinary intuition Strategic intuition is a clear thought And it s not fast like expert intuition It s slow That flash of insight you had last night might solve a problem that s been on your mind for a month And it doesn t happen in familiar situations like a tennis match Strategic intuition works in new situations That s when you need it most Everyone knows you need creative thinking or entrepreneurial thinking or innovative thinking or strategic thinking to succeed in the modern world All these kinds of thinking happen through flashes of insight strategic intuition And now that we know how it works you can learn to do it better That s what this book is about Over the past ten years William Duggan has conducted pioneering research on strategic intuition and for the past three years has taught a

popular course at Columbia Business School on the subject He now gives us this eye opening book that shows how strategic intuition lies at the heart of great achievements throughout human history the scientific and computer revolutions women s suffrage the civil rights movement modern art microfinance in poor countries and more Considering the achievements of people and organizations from Bill Gates to Google Copernicus to Martin Luther King Picasso to Patton you ll never think the same way about strategy again Three kinds of strategic ideas apply to human achievement Strategic analysis where you study the situation you face Strategic intuition where you get a creative idea for what to do Strategic planning where you work out the details of how to do it There is no shortage of books about strategic analysis and strategic planning This new book by William Duggan is the first full treatment of strategic intuition It s the missing piece of the strategy puzzle that makes essential reading for anyone interested in achieving more in any field of human endeavor Roadmaps and Revelations Paul R. Niven,2009-04-06 Using a fictional storyline about a manager put in charge of strategy at his organization this book shows readers what goes into creating a successful sustainable business strategy **Managing the Future** Stephen M. Millett,2011-11-30 A guide to forecasting and strategic planning for organizations *Creating Wealth with a Small Business* Ralph Blanchard,2011-08-03 A must read book filled with practical information and numerous case studies on what aspiring entrepreneurs and business owners need to know to run a profitable business the author reminds the reader not to confuse the excitement and enthusiasm of starting a business and being a business owner with the skills required to be successful and avoid becoming one of the 80% of businesses that will eventually fail A major contribution of this book is its continuous emphasis on the importance of having a business model as a critical requirement to start and manage a profitable business Edgar Ortiz CEO of Strategic Analytic Solutions and business columnist for the Atlanta Journal Constitution Ralph Blanchard a successful entrepreneur with a background in economics provides a detailed analysis of what it is really like to buy start operate and eventually sell a small business Topics covered include why most businesses fail ten management skills found in successful small business owners strategies to transition from self employment to entrepreneurship advantages that small business owners have over larger competitors tips to develop profitable pricing strategies innovative ideas to help develop a sound business model **Leading Without Command** Joe Mutizwa,2015-03-10 Leading Without Command offers practicing and aspiring leaders in business and other disciplines a new way to lead in a world defined by volatility uncertainty complexity and ambiguity The compelling argument in this book is that leading through command control and deployment of raw positional power can no longer guarantee superior organizational performance on a sustainable basis A new leadership model based on a humane perspective anchored on people centred principles and supported by a set of appropriate skills and behaviours is put forward This book is essential reading for anyone in a position of authority or influence over people and for anyone who needs to come to terms with the demands of a globally integrated and hypercompetitive world driven by digital technology knowledge and the redistribution

of power from leaders to followers in organizations nations and societies **Myths of Strategy** Jérôme

Barthélemy,2022-10-03 Every business should introduce new technologies to improve their performance The only way to innovate is to think outside of the box And obviously having a Chief Strategy Officer is a guarantee of success Really The reality is that there are no magic recipes for success If there were every company would use them and no single company would be outstanding Business strategy is messy requires hard graft and is difficult to get right And yet the world of strategy is dominated by management consultants and business gurus making sweeping generalizations oversimplifying business thinking and peddling their own unfounded ideas But do these methods actually work Myths of Strategy debunks thirty of these most common strategy sagas cutting through consultant hyperbole and provide you with tried and test business ideas that will make your company more successful About the Business Myths series The Business Myths series tackles the falsehoods that pervade the business world From leadership and management to social media strategy and the workplace these accessible books overturn out of date assumptions skewer stereotypes and put oft repeated slogans to the test Entertaining and rigorously researched these books will equip you with the insight and no nonsense wisdom you need to succeed **Outpacing the Competition** Robert L. Cantrell,2009-03-25 Praise for Outpacing the Competition Patent Based

Business Strategy Outpacing the Competition provides a useful IP management framework for rapidly evolving and inherently unpredictable R D environments where companies are partners customers and competitors at the same time Marshall Phelps Corporate Vice President for IP Policy Strategy Microsoft Robert Cantrell s book Outpacing the Competition Patent Based Business Strategy should be read by anyone involved in the practice of litigating or licensing patent rights or policymakers responsible for patent issues Mr Cantrell provides a cogent approach for applying decisional methodology and game theory to enhance the utilization and understanding of patent rights Bradley J Olson Esq patent attorney Washington DC Robert Cantrell makes a compelling case for using intellectual property as a core for building solid business strategy He provides a unique and valuable perspective on competitive advantage as delivered through patent based business strategy This is an excellent addition to anyone s business strategy arsenal Jeff Hovis Managing Principal Product Genesis Innovation Genesis LLC Robert truly treats patents and related intellectual property as both a weapon and a shield to help the reader use patents to out maneuver global competitors of all kinds the low cost producer the high end innovator etc CEOs attorneys business and engineering professionals and the like will enjoy the military imagery and flavor provided by Robert Thanks for clarifying how critical it is to have an understanding of patents in running a truly competitive global business today Jos W Jimenez Esq Chief Intellectual Property Officer AMS Research Corporation *Objectives and Key Results* Paul R. Niven,Ben Lamorte,2016-09-12 Everything you need to implement Objectives and Key Results OKRs effectively Objectives and Key Results is the first full fledged reference guide on Objectives and Key Results a critical thinking framework designed to help organizations create value through focus alignment and better communication Written by two leading OKRs consultants and

researchers this book provides a one stop resource for organizations looking to quantify qualitative goals and ensure each team focuses their efforts to make measureable progress on their most important goals You ll learn how OKRs came to be and how leading companies use them every day to help teams and employees stretch their thinking about what s possible build their goal setting muscles and achieve results that reflect their full potential From the basic framework to a detailed dissection of best practices this informative guide walks you through real world implementations to help you get the most out of OKRs OKRs help employees work together focus effort and drive the organization forward Key results are used to define what it means to achieve broad qualitative goals and imperatives like do it better are transformed into clear measureable markers From the framework s inception in the 1980s to its popularity in today s hyper competitive environment OKRs make work more engaging and feature frequent feedback cycles that enable workers to see the progress they make at work each and every day This book shows you everything you need to know to implement OKRs effectively Understand the basics of OKRs and their day to day use Learn how to gain the executive support critical to a successful implementation Maintain an effective program with key assessment tips Tailor the OKRs framework to your organization s needs Objectives and Key Results is your key resource for designing planning implementing and maintaining your OKRs program for sustainable company wide success Strategic Risk Management Paul C. Godfrey,Emanuel Lauria,, John Bugalla,Kristina

Narvaez,2020-01-21 This book presents a new approach to risk management that enables executives to think systematically and strategically about future risks and deal proactively with threats to their competitive advantages in an ever more volatile uncertain complex and ambiguous world Organizations typically manage risks through traditional tools such as insurance and risk mitigation some employ enterprise risk management which looks at risk holistically throughout the organization But these tools tend to focus organizational attention on past actions and compliance Executives need to tackle risk head on as an integral part of their strategic planning process not by looking in the rearview mirror Strategic Risk Management SRM is a forward looking approach that helps teams anticipate events or exposures that fundamentally threaten or enhance a firm s position The authors experts in both business strategy and risk management define strategic risks and show how they differ from operational risks They offer a road map that describes architectural elements of SRM knowledge principles structures and tools to show how leaders can integrate them to effectively design and implement a future facing SRM program SRM gives organizations a competitive advantage over those stuck in outdated risk management practices For the first time it enables them to look squarely out the front windshield The Business of Healthcare Innovation Lawton R.

Burns,2012-07-26 Second edition of a wide ranging analysis of business trends in the manufacturing segment of the healthcare industry **Applied Technology and Innovation Management** Heinrich Arnold,Michael Erner,Peter

Möckel,Christopher Schläffer,2009-12-10 Rapid application of new technologies and highly leveraged innovation processes are key for the success of companies and organizations in dynamic markets Based on the experiences of one of the industry s

most modern innovation centers this book provides an insight into the tools and methods used to align customer requirements competitive challenges and technological development Both scientists and practitioners will benefit from the lessons learned and presented in this volume

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