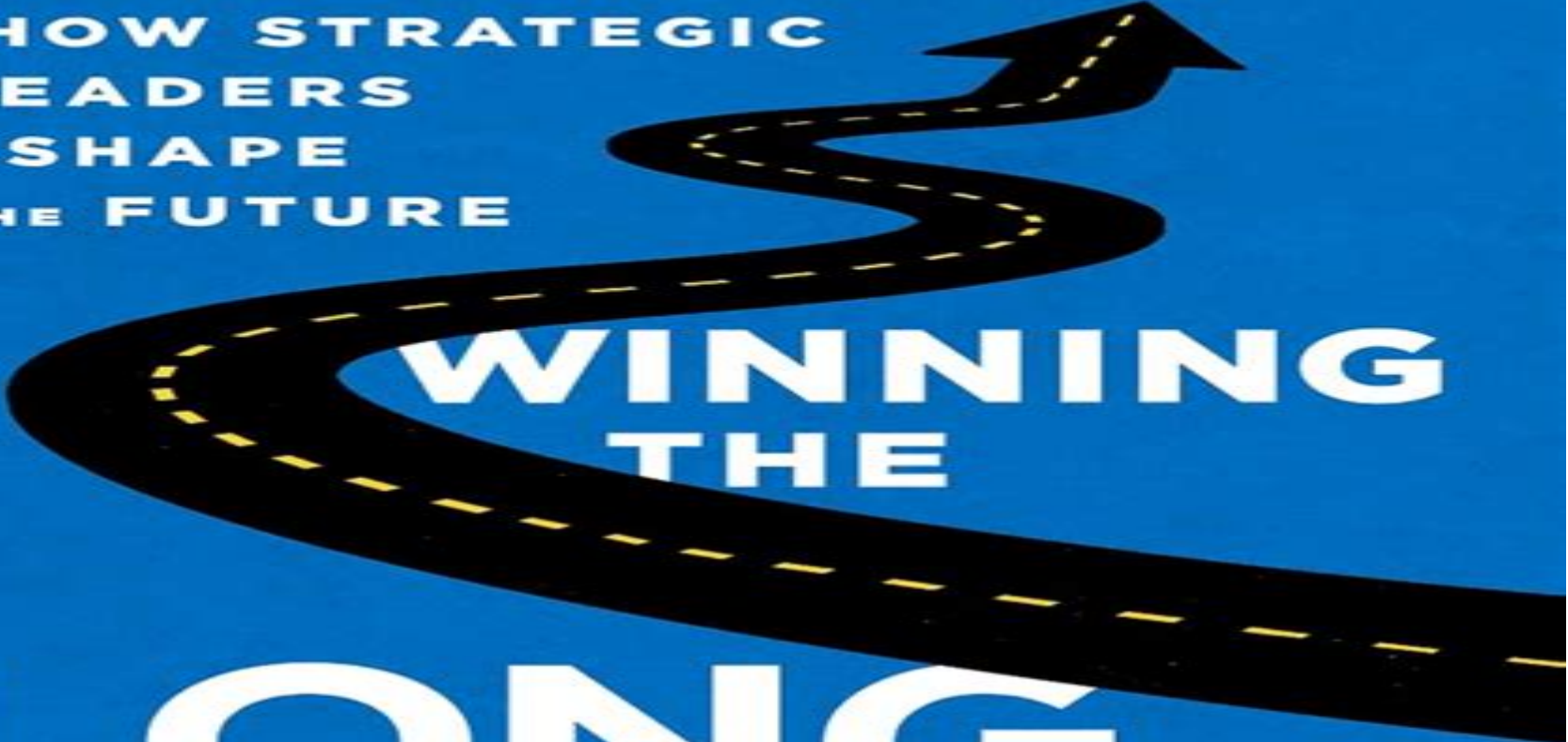


**HOW STRATEGIC
LEADERS
SHAPE
THE FUTURE**



**WINNING
THE**

**LONG
GAME**

**STEVEN KRUPP and
PAUL J.H. SCHOEMAKER**

Winning The Long Game How Strategic Leaders Shape The Future

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Winning the Long Game Steven Krupp, Paul JH Schoemaker, 2014-12-02 Are you winning the battle but losing the war Every leader has to deliver the goods make budget meet deadlines and deftly manage people to provide the inspirational fuel that keeps their business running day in and day out But therein lies the danger of winning today s battle and losing the war that is the long game of creating sustainable value in a volatile uncertain world that is becoming ever more complex and ambiguous The number one business challenge is winning the long game by being more strategic developing the skills to look outside the four walls of the organization and see the world from the future back Steven Krupp and Paul J H Schoemaker bridge the gap between what many see as the separate domains of strategy and leadership to show how to develop the discipline of strategic leadership in a world of growing uncertainty Pragmatic to the core *Winning the Long Game* creates vivid insights into the discipline of strategic leadership by applying it systemically through personal portraits of successful business leaders The book profiles Elon Musk Richard Branson and Sara Blakely as well as world renowned figures like Pope Francis Oprah Winfrey and Nelson Mandela What makes these strategic leaders successful is highlighted by contrasting them with others who are either mediocre or outright failures *Winning the Long Game* is the must have playbook for every leader and for any manager seeking to become more strategic in today s topsy turvy world **Winning the Long Game** Paul Schoemaker, 2014 Every leader has to deliver the goods make budget meet deadlines and deftly manage people to provide the inspirational fuel that keeps their business running day in and day out But therein lies the danger of winning today s battle and losing the war that is the long game of creating sustainable value in a volatile uncertain world that is becoming ever more complex and ambiguous The number one business challenge is winning the long game by being more strategic developing the skills to look outside the four walls of the organization and see the world from the future back Steven Krupp and Paul J H Schoemaker bridge the gap between what many see as the separate domains of strategy and leadership to show how to develop the discipline of strategic leadership in a world of growing uncertainty Pragmatic to the core *Winning the Long Game* creates vivid insights into the discipline of strategic leadership by applying it systemically through personal portraits of successful business leaders The book profiles Elon Musk Richard Branson and Sara Blakely as well as world renowned figures like Pope Francis Oprah Winfrey and Nelson Mandela What makes these strategic leaders successful is highlighted by contrasting them with others who are either mediocre or outright failures *Winning the Long Game* is the must have playbook for every leader and for any manager seeking to become more strategic in today s topsy turvy world Strategic Foresight Jan Oliver Schwarz, 2023-07-03 Organisations today are being challenged to make sense of changes in environments that now more than ever are described as VUCA volatile uncertain complex and ambiguous They are also being driven to understand how the future will evolve and what impact it will have not only on the organisations themselves but also on industries and societies In recent decades a field has emerged to support organisations in addressing

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Encyclopedia of Strategic Leadership and Management Wang, Viktor, 2016-12-12 Strategic leadership techniques are the cornerstone to positive growth and prosperity within businesses and organizations Implementing new management strategies and practices helps to ensure managers are optimizing their resources and driving innovation The Encyclopedia of Strategic Leadership and Management investigates emergent administrative techniques and business practices being utilized within corporate and educational settings Highlighting empirical research and best practices within the field this encyclopedia will be an authoritative reference source for students researchers faculty librarians managers and leaders across various disciplines and cultures

The Strategic Leader's Roadmap Harbir Singh, Michael Useem, 2016-10-11 We can all become strategic leaders if we stay on the right path Harbir Singh Michael Useem Even a strong leader can flounder without an effective strategy and the most powerful strategy can fail without the right leader Only those who master and integrate both skills can effectively navigate the challenges that lay ahead for today's organizations The Strategic Leader's Roadmap by Wharton management professors Harbir Singh and Michael Useem offers a 6 point checklist for leading strategically that will help managers strengthen their capacity to develop strategy and to lead its execution Drawing on one on one interviews with CEOs in depth research and their experience teaching today's executives and tomorrow's leaders Singh and Useem take readers into the offices and mindsets of some of today's foremost strategic leaders including Carlos Ghosn chief executive officer of Nissan Indra Nooyi chief executive of PepsiCo Jack Ma founder and chief executive of Alibaba Group John Chambers executive chairman of Cisco Systems Fast reading and inspiring The Strategic Leader's Roadmap will enable leaders at all levels to master today's most vital capability

The Strategic Leader's Roadmap, Revised and Updated Edition Harbir Singh, Michael Useem, 2021-10-26 In The Strategic Leader's Roadmap Updated and Revised Edition 6 Steps for Integrating Leadership and Strategy Wharton management professors Harbir Singh and Michael Useem offer a six point checklist for today's leaders to follow They explain how leading strategically will help managers strengthen their capacity to develop strategy and to lead its execution

International Encyclopedia of Business Management, 2025-09-01 The Encyclopedia of Business Management Four

Volume Set is a comprehensive resource that covers over 200 topics across various areas of business management Each entry is written in an accessible manner making complex concepts easy to understand The encyclopedia addresses interdisciplinary subjects such as cultural entrepreneurship tourism innovation and marketing promotions By emphasizing definitions and practical applications the entries help readers grasp the relevance of each topic Expert editors lead each section ensuring that the contributions are authoritative and well rounded The encyclopedia is divided into seven broad themes including business entrepreneurship human resource management innovation management international business organizational behavior project management supply chain management and sport and tourism management Each section s articles begin with a technical analysis of key definitional issues followed by an exploration of the topic s broader context This structured approach provides a holistic examination of the subjects allowing readers to gain a comprehensive understanding of vital business management concepts Provides a comprehensive overview of the main business management topics Focuses specifically on business management from a range of perspectives Includes new and emerging business management topics Presents an interdisciplinary focus in terms of business management practices Features templates across all chapters for ease of navigation and use

The Future of Risk Management Howard Kunreuther,Robert J.

Meyer,Erwann O. Michel-Kerjan,2019-06-28 Whether man made or naturally occurring large scale disasters can cause fatalities and injuries devastate property and communities savage the environment impose significant financial burdens on individuals and firms and test political leadership Moreover global challenges such as climate change and terrorism reveal the interdependent and interconnected nature of our current moment what occurs in one nation or geographical region is likely to have effects across the globe Our information age creates new and more integrated forms of communication that incur risks that are difficult to evaluate let alone anticipate All of this makes clear that innovative approaches to assessing and managing risk are urgently required When catastrophic risk management was in its inception thirty years ago scientists and engineers would provide estimates of the probability of specific types of accidents and their potential consequences Economists would then propose risk management policies based on those experts estimates with little thought as to how this data would be used by interested parties Today however the disciplines of finance geography history insurance marketing political science sociology and the decision sciences combine scientific knowledge on risk assessment with a better appreciation for the importance of improving individual and collective decision making processes The essays in this volume highlight past research recent discoveries and open questions written by leading thinkers in risk management and behavioral sciences The Future of Risk Management provides scholars businesses civil servants and the concerned public tools for making more informed decisions and developing long term strategies for reducing future losses from potentially catastrophic events Contributors Mona Ahmadiani Joshua D Baker W J Wouter Botzen Cary Coglianese Gregory Colson Jeffrey Czajkowski Nate Dieckmann Robin Dillon Baruch Fischhoff Jeffrey A Friedman Robin Gregory Robert W Klein Carolyn Kousky Howard

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Knowledge Management in Organizations Lorna Uden, Wei Lu, I-Hsien Ting, 2017-08-07 This book contains the refereed proceedings of the 12th International Conference on Knowledge Management in Organizations KMO 2017 held in Beijing China in August 2017 The theme of the conference was Emerging Technology and Knowledge Management in Organizations The 45 contributions accepted for KMO 2017 were selected from 112 submissions and are organized in topical sections on Knowledge Management Models and Behaviour Studies Knowledge Sharing Knowledge Transfer and Learning Knowledge and Service Innovation Knowledge and Organization Information Systems Research Value Chain and Supply Chain Knowledge Re presentation and Reasoning Data Mining and Intelligent Science Big Data Management Internet of Things and Network

The New Leadership Literacies Bob Johansen, 2017-09-05 Over the next decade today s connected world will be explosively more connected Anything that can be distributed will be distributed workforces organizations supply webs and more The tired practices of centralized organizations will become brittle in a future where authority is radically decentralized Rigid hierarchies will give way to liquid structures Most leaders and most organizations aren t ready for this future Are you It s too late to catch up but it s a great time to leapfrog Noted futurist Bob Johansen goes beyond skills and competencies to propose five new leadership literacies combinations of disciplines practices and worldviews that will be needed to thrive in a VUCA world of increasing volatility uncertainty complexity and ambiguity This book shows how to 1 forecast likely futures so you can look back and make sure you re prepared now for the changes to come 2 use low risk gaming spaces to work through your concerns about the future and hone your leadership skills 3 lead shape shifting organizations where you can t just tell people what to do 4 be a dynamic presence even when you re not there in person and 5 keep your personal energy high and transmit that energy throughout your organization This visionary book provides a vivid description of the ideal talent profile for future leaders It is written for current rising star and aspiring leaders talent scouts searching for leaders and executive coaches seeking a fresh view of how leaders will need to prepare To get ready for this future we will all need new leadership literacies

Futures Thinking and Organizational Policy Deborah A. Schreiber, Zane L. Berge, 2018-12-19 This book proposes that organizational policies are what ensure the institutionalization and sustainability of futures thinking in organizations It presents several case studies from corporations and other institutions that describe effective use of foresight methods and internal policies to respond to rapid change The case studies address changing trends in technology globalization and or workforce diversity and the impact on the economic and political well being of the organization The editors also develop an organizational capability maturity model for futures thinking as well as providing questions for discussion that promote critical review of each case chapter This book will inform scholars and organizational leaders how best to utilize foresight methodologies and organizational policies to sustain successful

management strategies within futures thinking organizations Chapter 9 is available open access under a Creative Commons Attribution 4.0 International License via link.springer.com **Leading Continuous Change** Bill Pasmore, 2015-08-17 Most change efforts fail because most change methods are built to deal with single challenges in a nice neat linear way But leaders know that today pressures for change don't come at you one at a time they come all at once It's like riding a roller coaster sudden drops jarring turns anxious climbs into the unknown Drawing on his years of experience at the Center for Creative Leadership and Columbia University Bill Pasmore offers a four part model and four mindsets that allow leaders to deal with multiple changes simultaneously without drowning in the churn The first step Pasmore says is to Discover which external pressures for change are the most necessary to address The key here is to think fewer step away from the buffet of possibilities and pinpoint the highest impact options Then you need to Decide how many change efforts your organization can handle Here the mindset is to think scarcer you have only so many people and so many resources so how do you best use them Once you've figured that out it's time to Do and here you want to think faster Streamline processes and engage in rapid prototyping so you can learn quickly and cost effectively The last step is to Discern what worked and what didn't so think smarter develop metrics identify trends and make sure learnings are disseminated throughout the organization For each stage of the process Pasmore offers detailed advice practical tools and real world examples This book is a comprehensive guide to navigating change the way it happens now **The "Vuca" Effects & Product Innovation Performance at Turkish Global Bus & Coach Industry** Erkan DONER, 2022-06-02 *The Study and Practice of Global Leadership* Gama Perruci, 2022-03-07 The first book in this three part mini series is dedicated to the connection between globalization and the field of leadership The book is divided into three parts The Connection between Leadership and the Global Context The Impact of Globalization on the Study of Leadership and The Impact of Globalization on the Practice of Leadership

Unquestioned Brilliance: Navigating a Fundamental Leadership Trap John Austin, 2015-09-01 It does not matter if you are an experienced leader or are just starting out as a new manager or entrepreneur the techniques outlined in Unquestioned Brilliance can improve your decision making and critical thinking The book outlines ten techniques built from research and validated through application designed to help leaders and their teams become better strategic thinkers For less than the price of a single dinner at a restaurant this book offers the same content found in executive education strategic thinking courses Unquestioned Brilliance is best viewed as a handbook for the aspiring leader It provides a variety of tools for leaders of teams at all levels of an organization Techniques included in this book include Uncertainty Vectoring Sort and manage environmental uncertainties to use them for strategic insight and competitive advantage TAP Analysis Align team expertise and task requirements in a manner that develops teams and improves performance Tension Tracking Understand and manage prevailing interests that create stress and paralyze employees within your organization Blind Spot Centering Stress test strategic initiatives to identify limiting mindsets and strategic blind spots GSO Decision Making Diagnose a

decision process with a quick heuristic for finding the missing step Stakeholder Mapping Identify the key individuals and groups early enough in a process to draw on their perspectives and expertise HERE Snapshot Use a quick situational assessment when executing a strategic initiative in a new environment Backward Forward Flip Learn from past industry mistakes to improve odds of success of new organization innovations The techniques outlined in this book can help leaders and their teams begin building their strategic thinking muscles and help them to better navigate around the unquestioned brilliance trap

Developing the Intuitive Executive Jay Liebowitz, 2023-10-19 The leading traits of executives often include creativity and innovation Research shows that intuition can significantly enhance these traits Developing intuitive executives and honing intuition coupled with the ability to apply data and evidence to inform decision making is the focus of *Developing the Intuitive Executive* Using Analytics and Intuition for Success Some researchers call the complement of applying data analytics to intuition as quantitative intuition rational intuition or informed intuition Certainly in today's data driven environment analytics plays a key role in executive decision making However an executive's many years of experiential learning are not formally considered as part of the decision making process Learning from both failures and successes can help fine tune intuitive awareness what this book calls intuition based decision making Research also shows that many executives do not trust the internal data quality in their organizations and so they rely on their intuition rather than strictly on data This book presents the work of leading researchers worldwide on intuition in the management and executive domain Their chapters cover key issues trends concepts techniques and opportunities for applying intuition as part of the executive decision making process Highlights include Using intuition to manage new opportunities Intuition in medicine Rules based on intuition Balancing logic and intuition in decision making Smart heuristics to manage complexity Intuition and competitiveness Intuitive investment decision making across cultures Showing how intuition in executive decision making should play an important role this book enables managers to complement their knowledge gained from experience with analytics to improve decision making and business success

Building Moonshots Tamara Carleton, William Cockayne, 2023-05-03 Solve the world's biggest problems and create a better future In *Building Moonshots* 50 Ways to Turn Radical Ideas Into Reality a team of expert innovation strategists delivers an exciting and insightful collection of strategies techniques and frameworks for scaling your next big audacious idea into a concrete product or service Each proven and tested strategy contained in the book has been categorized to make it easy to find and implement when you need it most You'll learn how and where to start when to bet big how to invest when to play the long game what to communicate and much more You'll also find Ways to go beyond white papers and vision statements to a place where your ideas become a tangible reality Strategies for creating a better future by transforming seemingly impossible ideas into concrete products Methods for bringing to life radical and innovative solutions to the world's greatest challenges Destined to become the seminal go to source for visionaries gamechangers and leaders imagining the apparently impossible and determined to

achieve it Building Moonshots is a can't miss book for entrepreneurs, founders, product development heads and other business leaders

Who Wins in a Digital World? MIT Sloan Management Review, 2019-03-05 How organizations can adapt to a constantly changing business environment by being flexible but focused embracing change and moving fast In the new digital world the unknowns are never ending Our ability to embrace the demands of change has become a prerequisite for success It's not easy We don't work the way we did last year Next year it will all change again If an organization doesn't embrace the realities of change it will be under siege from those that do Who Wins in a Digital World explains how organizations can adapt to a constantly changing business environment by being flexible but focused embracing change in all its messiness and moving fast In articles that originally appeared in MIT Sloan Management Review experts from business and academia discuss digital adaptability explaining how both organizations and individuals need the ability to excel in what their roles will become as technology and their competitive ecosystem evolve They highlight strategies and mindsets that can foster change including boldness in the face of digitization a focus on collaboration and an artificial intelligence game plan And they explore the need for speed with one contributor declaring Implement first ask questions later or not at all Once an organization accepts the fact that technological change is ongoing and inevitable it becomes more about opportunity and less about challenge This book shows that change can be stimulating exhilarating and something to be welcomed Contributors Stephen J Andriole Jacques Bughin Thomas H Davenport Nathan Furr Lynn J Good David Kiron Edward E Lawler III Vikram Mahidhar Paul Michelman Jeanne Ross Paul J H Schoemaker Andrew Shipilov Charles Sull Donald Sull Philip E Tetlock Stefano Turconi Nicolas van Zeebroeck Peter Weill Thomas Williams Stephanie L Woerner Christopher G Worley James Yoder

Transform Teaching and Learning through Talk Amy Gaunt, Alice Stott, 2018-12-28 Reading and writing float on a sea of talk declared James Britton and yet in our current education system where the pressure is on for students to pass written exams it is all too easily left adrift How then as teachers and educators can we turn the tide and harness the power of talk in our classrooms This is not just an educational choice but rather given students vastly different experiences of language a moral imperative Amy Gaunt and Alice Stott's must read book serves as a detailed and engaging guide to get talking in class It blends the academic research and evidence with first hand classroom experiences and practical strategies to enable you to unlock the power of oracy in your classroom and equip your students with the speaking skills they need to thrive in the twenty first century Transform Teaching and Learning Through Talk describes how to Identify and teach good talk and listening Build a classroom culture which values talk Create meaningful and authentic contexts for oracy Support your quietest students to speak up too This book is a rich resource for teachers drawing upon key academic research and outlining what this could look like in your classroom Throughout the authors share personal insights engaging anecdotes and tried and tested approaches drawn from their experience teaching in primary and secondary classrooms Whether you teach college age students or those just starting their journey through school this book will challenge you to think deeply about

what you can do integrate oracy into your practice *Taking Advantage of Emergence* Deborah Dougherty, 2016 This book develops an approach for taking advantage of emergence by leveraging potential in science and technology to resolve challenges like health care energy or education The book applies advances in abductive reasoning to formulate hypotheses about problems and how to attack them evaluate ideas and reframe to accumulate learning

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