



Managing Knowledge Creation, Acquisition, Sharing, and Transformation

Advanced Strategic Management

How to Profit from Uncertainty While Limiting Your Risk

Text and Cases Edition

The Smart Eco-efficient Built Environment

*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.*

*"This book is a must for any Business Development Manager, Corporate Strategist, R&D Director, and anyone else who is accountable for growth in a corporation. It is an easy read that is practical and not fraught with useless academic theories." Ron Pierantozzi, Ph.D., CEO of PPT Research and Former Director, Business Development, Air Products & Chemicals, Inc. A Breakthrough Approach to Investing in Business*

*Innovation Most companies analyze investments using tools that bias them against real innovation and lead them to avoid their best opportunities. This book introduces a breakthrough alternative: Opportunity Engineering . Drawing upon recent advances in financial analysis, but without requiring a lot of math, the authors show how to engineer the risk out of uncertain opportunities so you can pursue more high-payoff innovations.*

*You'll learn how to escape from the "go/no-go vise" and implement more flexible decision-making that considers all the business alternatives, models, and opportunities associated with each project. You'll learn how to systematically structure high-potential projects to limit downside exposure and boost your potential upside. The authors show how to define the scope of investment opportunities, identify key drivers of potential profits, document assumptions, design out major risks, and tease out key challenges and vulnerabilities. Using these techniques, you can escape the mindset that limits you to low-impact innovations and begin pursuing serious growth opportunities--and make business uncertainty work for you, not against you. Why companies avoid their best opportunities for innovation Getting past risk-averse analysis that snuffs out experimentation and innovation Systematically engineering your opportunities Capturing the upside, slicing out the downside Beyond rigid "go/no-go" decisions How flexible, staged innovation creates more opportunities for delivering value Constructing an engineered growth portfolio of innovation investments Optimizing your mix of core-enhancing investments and high potential "long shots"*

*The Strategy Paradox*