



Business and Management: Management

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Effective Implementation of Transformation Strategies

How to Navigate the Strategy and Change Interface Successfully

- Sheds light on the specialised processes and cognitions used by managers to implement strategies
- Introduces ideas that could be used to develop new management theories and practices
- Provides a basis for critically analysing the impact of an organisation's unique institutional contexts

This book sheds light on the processes and cognitions used by managers to successfully implement strategies while navigating the strategy and change interface. It applies the latest thinking from the resource-based literature, in particular the idea that high performing organisations have become adept at honing and utilising value creating dynamic capabilities. Key processes and cognitions help organisational leaders sense opportunities and threats as well as shrewdly seize strategic opportunities to advantageously enhance performance. The book also adopts an institutional view; that is, it assumes that organisations must satisfy their stakeholders while navigating a range of influences, including other organisations, markets, laws, quality standards, conventions, and cultural norms. This book conceptualises corporate strategy as an amalgam of four fundamental strategies: the organisation's financial, customer value creation, resource, and non-market strategies. These strategies address the capital, product and services, and resource markets as well as various non-market institutions. Successfully integrating and implementing these four strategies allow organisations to enable their employees' multidisciplinary talents. By approaching strategy in this way, the book demonstrates why it is important to monitor changes to the organisation's strategic context and helps it identify the practices, collaborations, and projects necessary to achieve spectacular ...

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