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Leadership

Bringing Strategy Back

How Strategic Shock Absorbers Make Planning Relevant in a World of Constant Change

THE SUMMARY IN BRIEF

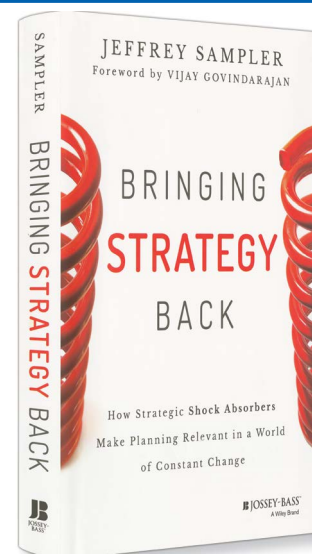
In *Bringing Strategy Back*, strategy expert Jeffrey Sampler cuts through the clutter to reveal exactly why the usual tools of strategy are so sorely out of sync with our needs: windows of opportunity close far faster than they once did, many of these opportunities are smaller than they once were, growth rates are uneven across markets, and today's competition is more asymmetrical than ever. The upshot for managers is that they need to reorient their approach to absorb the shocks and surprises that strike at a moment's notice. Only then can strategic planning reliably play its part.

Leaders all around the world at organizations of any size and type will benefit by shedding their obsolete notions about strategy and becoming more resilient. *Bringing Strategy Back* rises to the challenge and presents a new prescriptive model. It introduces four "strategic shock absorbers" that enable leaders to build resilient organizations that can withstand even the most unexpected global turbulence. Based on the author's in-depth research in the world's most tempestuous markets, the model delivers several must-have qualities that interact and work together in an ongoing process: Accuracy, Agility, Momentum and Foresight.

With this new framework, *Bringing Strategy Back* shows how to be prepared and proactive, rather than reactive, even when the future is uncertain.

IN THIS SUMMARY, YOU WILL LEARN:

- Why strategy is more important than ever for your business.
- Groundbreaking strategies from businesses in India and Dubai.
- The four Strategic Shock Absorbers and techniques for how to use them.



by Jeffrey Sampler

CONTENTS

Accuracy: Creating Order and Transparency

Page 3

Agility: Seizing and Repeating Opportunities

Page 4

Momentum: Speeding Past Shocks and Surprises

Page 5

Foresight: Getting Ahead of Change and Chaos

Page 6

Driven by Values

Page 7

THE COMPLETE SUMMARY: BRINGING STRATEGY BACK

by Jeffrey Sampler

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Bringing Strategy Back: How Strategic Shock Absorbers Make Planning Relevant in a World of Constant Change by Jeffrey Sampler. Copyright © 2014 by Jeffrey Sampler. Summarized by permission of the publisher, Jossey-Bass, a Wiley Brand. 224 pages, \$30.00, ISBN 978-111-8830093. To purchase this book go to www.amazon.com or www.bn.com.

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Introduction

In business we equate great strategy with great performance. Our heroes are the bold movers and shakers who can shift on a dime when it matters most and bring the entire organization with them.

But this type of behavior is the exception rather than the rule. More often than not, strategic change occurs exclusively in reaction mode. Sales are slipping, and market share is declining. Profitability is worsening. Disruptive competitors enter the fray and dethrone incumbents. Only then do we find that we are able to break the strategy mold and make bold moves quickly. But, having waited, these are often ill-fated attempts born of desperation, and they frequently fail or arrive too late to turn the tide.

The root cause is a dusty and broken process. In many cases, strategic planning does not work because the tools we use are seriously out of date. The five-year strategic planning horizon, for example, is a surviving relic from the previous age. Few today can plan five months ahead (not to mention five years), and so strategies die on the vine. As a result, executives in fast-changing industries are abandoning strategy altogether at a time when they need it the most.

One-size-fits-all, long-range planning and prediction models have all but been laid to rest. Where does this leave us? How do we bring strategy back and make it an ongoing process? The challenge is to make strategic planning proactive and preemptive as a matter of course. That type of fast, fluid approach requires a mind shift, to be sure, but it also requires a new set of tools.

In recent decades both India and Dubai have experienced massive growth and transformation. Because strat-

egy planning in India and Dubai needed to be modified under conditions of extremely rapid growth and dramatic transformation during this time, they present highly relevant case studies for Western organizations that need to learn the lessons of strategic change. The turbulence India, Dubai and other high-growth regions faced then (and continue to face now) have since become a global contagion. Turbulence and turmoil, expansion and contraction, growth and decline: all of these in rapid succession are the norm everywhere.

For this reason, we need strategic planning today more than ever. With executives fully occupied responding to seismic shifts, surprises and bumps in the road, it is crucial to have tools to simplify the task. The challenge for organizations is to somehow develop the capability to absorb everyday bumps and shocks in order to maintain operating speed and adjust strategy as the global environment continues to change.

Like many of the management innovations of our time, the way forward begins with a solution from a different domain. It is retooled and translated here for the management space. Bringing strategy back is no small matter, but it is both possible and necessary. ●

Strategic Shock Absorbers

Cars have brakes so that we can drive faster. Similarly, cars have shock absorbers to enable speed. Before shocks, a car's frame would bend or break if it hit a bump at high speed. Shock absorbers enable cars to go fast and maintain their speed.

For executives, operating in a business environment that is extreme and unfamiliar is a lot like driving down



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Published by Soundview Executive Book Summaries® (ISSN 0747-2196), 511 School House Road., Suite 300, Kennett Square, PA 19348 USA, a division of Soundview, Inc. Published monthly. Subscriptions starting at \$99 per year. Copyright © 2015 by Soundview Executive Book Summaries®. Available formats: Summaries are available in several digital formats. To subscribe, call us at 1-800-SUMMARY (240-912-7513 outside the United States), or order online at www.summary.com. Multiple-subscription discounts and corporate site licenses are also available.

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SUMMARY: BRINGING STRATEGY BACK

a winding English country lane in very heavy fog. They cannot see far ahead. Perhaps there is a deep rut in the road or even a meandering cow. Driving under these opaque conditions, the reflexive response is to proceed slowly and almost feel your way along. Yet, this is not an option in business — the competition is too intense. Companies need to absorb the impact of unexpected events without slowing down or destabilizing the entire organization.

With constant change the norm, having a fast reaction time is crucial. There is a clear and convincing rationale for this. First, even small shocks have a cumulative effect. Companies are made up of a complex web of associations. They are global and multinational; connected in myriad ways to customers and employees; and they operate in an ecosystem where partners and competitors may be one and the same. With this interconnectedness, surprises that hit one part of a business or ecosystem can affect other parts in ways that are difficult to predict. The bigger the shock, the greater the potential for throwing off a destabilizing effect in multiple parts of the business.

In addition, there are always new bumps just down the road a piece. When you cruise over a pothole and continue without regaining control, it becomes more difficult to swerve to avoid the sheep standing in the road or to veer around whatever obstacle arises next. In other words, stability is the exception rather than the rule. Companies need a means for adapting to environmental changes without slamming on the brakes every time. When the world is in chaos, strategy needs to be adaptive in order to be effective. The solution is Strategic Shock Absorbers.

Why Strategic Shock Absorbers?

Why Strategic Shock Absorbers? Because the capabilities that are part of this integrated framework allow companies to move quickly and fluidly, even amid massive turbulence. In addition, like the mechanism in cars, Strategic Shock Absorbers *oscillate*. They allow companies to move with the environment, contracting inward and expanding back again as conditions on the ground evolve. For example, as companies experience bumps in the road, the Strategic Shock Absorbers call for lean operations that enable speed and precision. Then, when the environment stabilizes, they expand — empowering people and preparing them to gear up for growth and new options.

Strategic Shock Absorbers put people at the center of the process as opposed to at the margins. Yet, in times of extreme change, organizations just as frequently need to limit people's involvement. This is where the oscillation comes in. Resources and options contract when surprises hit — because compression creates clarity. Later, resources

and options expand again when we have clarity around the strategic plan. Knowing when to compress and expand is part of the art of management. It is discretionary as opposed to mechanical — but the Strategic Shock Absorbers act as an expert guide.

There are four Strategic Shock Absorbers that work together in an integrated way and form a discipline that can be generalized to suit the needs of almost any organization regardless of size: Accuracy, Agility, Momentum and Foresight.

Accuracy delivers on-target forecasting; enables granularity and specificity.

Agility delivers speed and flexibility in terms of strategic options.

Momentum delivers continuity and minimizes disruption to the organization.

Foresight delivers capability for sense making and scanning the external environment. ●

Accuracy: Creating Order and Transparency

Although Pizza Hut and other YUM! brands (including KFC and Taco Bell) continue their march overseas, it is arguably more notable that Pizza Hut also managed to grow in the United States even following the 2008–09 recession, when many of its competitors remained flat at best. Their secret sauce had everything to do with creating a discipline of accuracy around knowing themselves, their priorities and the changing competitive environment.

They put together a strategy to reach secondary cities in rural markets — cities that their competitors moved out of or passed over. The management of YUM! made their distinctive location choices not on the number of people in a city, as others had, but on the restaurant-to-people ratio. Beyond targeting hamlets that were dramatically underserved by national concepts, YUM! did their homework in these markets and made adjustments to their business model and value proposition. They cut their asking price on menu items across the board. They also simplified their online portal. Next, they honed in on what franchise owners needed to succeed. In short, Pizza Hut got the price-value equation exactly right for owners as well as customers. That's strategic accuracy — finding growth opportunities and focusing on them. YUM! used this same strategy to dominate in rural markets across China.

Internally, the Accuracy shock absorber delivers a clear-eyed understanding of one's capabilities and performance

SUMMARY: BRINGING STRATEGY BACK

gaps. Externally, it leads to a precision awareness of the competitive environment. To get there, we will look at several implementation tools: decision triggers, management by majlis and developing a strategic wedge.

Decision Triggers

Imagine you are idling at a busy intersection in Mumbai, waiting for an opening to inch out into the rush of traffic. In this environment you need a rule to guide your actions. This is what a decision trigger is — a rule that dictates actions and decisions. Individuals act faster because information is focused and compressed. In this case, the decision trigger may be, when you spot a small opening in the line of traffic, move quickly to seize it before it is too late. You would not pause to ask your passengers if they agree with the decision. By the time the question can be asked, the window of opportunity will be shut tight. This simple decision trigger allows you to proceed when you spot a rare change to move ahead in Mumbai traffic.

The same idea applies within companies. Decision triggers limit options and create transparency and clarity around when and how to act. They are particularly useful in complex, chaotic environments where decisions must be made quickly without a lot of discussion. Compressing resources and activity around key actions equals speed.

Decision triggers put a clear stake in the ground in terms of creating a strategy that is simple and powerful so that people throughout an organization can make decisions that align with broad objectives. The most salient benefit of having clear decision triggers is the efficiency it creates in terms of enabling people to understand what matters most to their organization. That type of internal transparency yields not only engagement but also accurate, speedy decisions.

The Majlis System

Another means of achieving accuracy by internal transparency is illustrated by Dubai's "management by majlis" system. Majlis is a type of decision-making process not unlike an informal town hall meeting. The Sheikh has a majlis weekly, and anyone from street vendors to billionaire businessmen can attend. Through the cascading intelligence that occurs with this process, information moves freely and informally across the country from one circle to the next. It is a very organic and efficient system.

Management by majlis creates transparency. Options are compressed because qualitative core values are widely recognized by everyone. In ruling a country or running a company, there are too many moving parts to have it any other way. The majlis becomes a way to structure unstruc-

ured strategic planning — it makes implicit priorities explicit. By design, decision triggers are formal planning tools, whereas majlis is the catalyst for formalizing the corresponding deliverables. By bridging the formal and informal elements of management, Strategic Shock Absorbers deliver accuracy.

The Strategic Wedge

Strategic wedge opportunities are low-cost, low-risk strategies that allow companies to enter a market quickly and remain under the radar for a time. They are small enough to allow for flexibility and enable accuracy in terms of fit, but they are solid enough to learn from and build on. With this model, if your initial projections prove to be wrong, you can pivot in a new direction because you are not locked in based on a sizable investment.

With a strategic wedge, the initial move provides the toehold and market intelligence. To leverage that, simply look around for any direction to grow. The small size of a first move enables a certain amount of optionality, but building on that requires managers to be opportunistic — always scanning the environment. They need to be ready to use their position to adapt, as opposed to having one firm plan and sticking with it.

Wedging opportunities expand the use of resources in search of opportunities. ●

Agility: Seizing and Repeating Opportunities

In the face of uncertainty around the world, companies need to be in a position to react quickly to conditions in flux. They need agility.

Constant Adaptation

A primary ingredient of agility is the ability to respond quickly to challenges in the environment. Constant adaptation is one way to make that happen. In terms of how to achieve constant adaptation, there are two ways to consider: frequent planning cycles and the corporate concierge.

Frequent Planning Cycles: Established financial planning is time consuming, costly and largely obsolete in today's fast-moving world, where the window available to make crucial decisions is compressed. Focusing on performance goals that are months or years away creates tunnel vision, making it impossible to respond to important signals from the market. Agility entails a fast, flexible response to the external environment.

SUMMARY: BRINGING STRATEGY BACK

The Indian automaker Mahindra & Mahindra is an organization that takes frequent planning to new heights. They have honed their capability to change on the fly because they have compressed their planning cycles into a monthly exercise. This is not the way GM, Ford or even Toyota is set up to operate. But at Mahindra & Mahindra, constant adaptation (not just a readjustment of a five-year plan) is a way to respond to a changing world. They compress the time from idea to action.

The Corporate Concierge: Without a way to capture ideas and trends, organizations that are large and dispersed can suffer when information escapes without a trace because there is no existing process to capture it.

The corporate concierge — a compression tool that optimizes relationships with external partners (customers, suppliers and vendors) — puts more power into each interaction by centralizing knowledge and channeling it up the chain of command. Creating a corporate concierge — a single point of interaction for dealing with outside companies and analyzing key intelligence — improves competitiveness by channeling important information to the right places. It is also a powerful catalyst for cross-pollination, helping to create synergies between business units and building bridges across silos.

Making Strategy a Bottom-Up Process

Strategy has traditionally been a process driven from the top down. A few senior executives in the strategy department are charged with looking into the future and developing a plan. Everyone else sees the plan in its polished form when it's past the point of no return. But it is the people who witness the specter of change (and experience it firsthand) who are best equipped to plan a response. These people often reside at the lower tiers in the organization — closest to the front line.

When was the last time you heard a CEO present a new strategy and finish like this: "Now tell me everything you think is wrong with this. Help me poke holes in it." This seldom occurs in the West because designing strategy is considered to be a reflection of a CEO's intellect, and it becomes a measure of his or her success. Thus, a challenge to strategic direction is taken as a personal affront.

Yet in many rapidly changing environments around the world, the exact opposite occurs. In Dubai, for example, this type of sentiment is common: "We know this strategy is about 90 percent correct, now let's share it within the company and get some feedback." They know from experience that getting a strategy right on their own will take twice as long — and the market will have moved on. It is

built into their process to get input from the employees who are closest to frontline customers.

Bottom-up strategy is an expansion tool. It calls for empowering many more people to get involved in strategy creation, and it opens up new options. ●

Momentum: Speeding Past Shocks and Surprises

No matter how ardently an organization tries to anticipate them, surprises — from global economic turmoil to unforeseen upstart competitors — occur. What is of vital importance, however, is developing the capability to absorb shocks and maintain momentum without destabilizing the entire company.

Companies absorb shocks and retain their momentum when they have two elements in place. First, they focus on the end versus the means, and, second, they create intellectual buffers.

Mastering the End Versus Means

Achieving results in a permanently turbulent environment requires a focus on the end goal — and watching to see if it has shifted — as opposed to institutionalizing the one best way to get there. Focusing on the ends, not the means, is a compression capability that is common within the technology space. It is about homing in on the result or objective that is most critical to success and toeing the line there, because everything else may change as the environment shifts. When everything else is changing, that overarching end goal, along with an organization's core values, remains the guiding light.

Intellectual Buffers, Not Physical Buffers

It is impossible to absorb the bumps and surprises that materialize without losing momentum when every last man, woman and personal computer is already operating at full capacity. How can companies run lean and still form fast and agile responses to bumps in the terrain? The best way to manage this dilemma is by replacing traditional physical buffers — inventory and slack resources — with intellectual buffers.

Intellectual buffers are ways that an organization can build up intangible advantages that lead to better decision making: management innovation, creative ideation, more effective communication and smarter strategic thinking. This is achieved when companies can effectively leverage people at the same time that they bring better technology and communications to bear.

SUMMARY: BRINGING STRATEGY BACK

Active Think Tanks: A common type of intellectual buffer, active think tanks are a brain trust of functional specialists — people from both senior and junior ranks — who conduct a type of scenario planning. They meet regularly, often informally, to discuss what moves to make if various future events come to pass. More specifically, they consider implications and suggest responses to disruption before anything actually occurs. They look at resources to develop, markets to target, and they monitor the wider industry environment.

Active think tanks overlap and work in tandem with an organization's regular management team — which, in balance, may be too occupied driving the current strategy to speculate about future events and appropriate organizational responses. As a result of this type of intellectual buffer, when “surprise” events do materialize, a company is much quicker to respond because they have proposals and first-response scenarios at the ready.

Managing for the end result (compression) and building intellectual buffers (expansion) are two ways that organizations can absorb bumps in the road without sacrificing momentum. As with the other shock absorbers, this one, too, depends upon the judgment of managers. It is the manager's judgment around when to compress and when to expand that makes all the difference. ●

Foresight: Getting Ahead of Change and Chaos

Foresight, the fourth and final Strategic Shock Absorber, is about seeing bumps and opportunities in advance and having contingency plans at the ready. Foresight is also about seeing the present for what it is and being prepared to respond to the changing external environment. As the competitive terrain within an industry inevitably shifts, strategic plans need to do the same at a commensurate pace.

Strategic Assumptions, a compression tool, guides companies to focus on the archival information that indicates whether a plan can succeed. Alternate Strategies is an expansion tool that focuses attention on seeing what is new and next, as opposed to measuring interim progress toward a goal that will very likely shift before you can achieve it.

Strategic Assumptions

Strategic Assumptions systematizes something that is almost universally overlooked: the original context of an idea. Individuals who do strategic planning in most

organizations are smart people with their eyes fixed on the future, yet they frequently fail to capture this original context. That is, they neglect to identify and track what the environment looked like (or what the future environment was expected to look like) when the idea was conceived. Preserving the all-important original assumptions allows executives to determine whether a strategy remains applicable months or years later. It provides clarity around whether the plan still has a chance to succeed or if it should be scrapped altogether.

Alternate Strategies: Scanning the Periphery

One simple and underutilized means of identifying the next best strategy is by scanning the periphery. The idea is to systematically sweep for opportunities that are adjacent to your own. These adjacencies come in many forms. Concept adjacencies, for example, are incrementally new ideas designed to suit your existing market, such as when towel maker Welspun expanded their business by producing sheets and rugs. But there are numerous other adjacencies to consider. Physical adjacencies are a chance to adapt an existing idea for a different locale. Business model adjacencies deliver an existing idea in a new way (going from retailing to e-tailing). Domain adjacencies lift an idea from one domain and transfer it into another (using a solution created in manufacturing to deliver health care, for instance).

The Foresight shock absorber moves in the same fluid way that the others do — compressing, expanding and moving back again. In this case, the shock absorber illustrates the cyclical nature of oscillation and the need for constant adaptation. We design a strategy and track the strategic assumptions that are associated with it. Then, when the context changes, it is time to put an alternate plan into place (based on new strategic assumptions). ●

Execution: Shock Absorbers in Action

Harnessing the properties of the Strategic Shock Absorbers creates important new options for executives managing through chaotic change. And the power to truly transform an organization comes not from contraction and expansion alone but from the two modes working together.

DLF's Strategic Shock Absorbers

India's independence and the creation of Pakistan in 1947 caused large numbers of people to cross borders and

SUMMARY: BRINGING STRATEGY BACK

settle into areas which were hitherto uninhabited in India. Entrepreneur Chaudhury Raghuvendra Singh saw this as both a business opportunity and a chance to provide a necessary service to the uprooted masses flooding into the country. Today, only a handful of people realize that it was Singh who built the up-market residential colonies of Delhi years before he started Delhi Lease and Finance, better known today as DLF.

With footprints at more than 30 locations, DLF is a dominant player in the Indian real estate market. As of March 2014, the company had 3 million square feet of leased retail space across the country. DLF needed all four Strategic Shock Absorbers to secure their position as a landmark company navigating the turbulent terrain of the Indian economy.

Using their foothold in the residential colonies of New Delhi as a classic Strategic Wedge, DLF systematically expanded their business over the last quarter century. They spread out across multiple verticals (or business units), with their strongest segments being office space, housing developments and retail leases. Building office space was DLF's foremost venture, followed by housing projects in 1982 and community shopping centers in 1989. Shopping malls and organized retail space came into the picture in 2002.

These initial businesses, first created using a strategic wedge, set the stage for much more growth to come. From there, DLF became expert at spotting opportunities adjacent to their native space. Scanning the periphery and entering into joint ventures allowed DLF to expand outward more recently — into hotels, special economic zones (SEZs), local infrastructure and leisure development.

DLF also manages to execute compression strategies, minimizing information and time, in service of efficiency and speed. In order to guard against property risks, DLF managers across the board abide by their decision trigger for securing property: The cost of acquiring land must be less than one-tenth of the selling price. This decision trigger is an imperative within DLF, and every employee recognizes its importance. It helps them manage risks and restrict potential losses caused by fluctuations in land prices.

Another way DLF compresses time and information (and other resources) is by adhering strictly to their minimum debt strategy. Since its inception, DLF has grown by utilizing its development earnings and not merely its wealth of land reserves.

Through oscillation and the art of management, the Strategic Shock Absorbers enable speed — but speed is not enough. The final two elements we will examine are control and innovation. ●

Driven By Values

The role of shock absorbers is to provide options for maintaining speed. Yet, accessing that advantage requires sound judgment. Good judgment is not something that is easily taught, but we can use parameters to guide our choices. How? By using values as a GPS.

Companies accustomed to operating in fast-moving markets are the ones more apt to rely on values to steer strategy. Values and a culture that appreciates them are the most important tool of all for making strategy agile and creating a foundation for the Strategic Shock Absorbers. Because values remain a constant backdrop, they enable companies to decode a changing environment.

Values Dovetail with Competitive Advantage

Arvind Mills is a company established in 1931 to cater to the demand in India for fine and superfine fabrics. At the time, the textile industries of the U.K. and its Indian dominion were interlinked by necessity because most regions of India were colonized by the British. As a result, almost all of the high-quality cloth available in India was manufactured in Britain by modern power looms and mills, and imported.

That began to change during the recession of 1929, when Mahatma Gandhi championed the boycott of imported fabric by Indians under what was known as the Swadeshi Movement. With that, the Lalbhais family, founders of what came to be known as the Arvind Mills, saw an immense opportunity. They reasoned that the demand for imported fine and superfine fabrics, which were now being boycotted, could be satisfied if they were manufactured in India by Indians.

The Lalbhais set up the most modern integrated cloth mill of the time in Ahmedabad, India. It was one of the few mills that incorporated all the facilities, from spinning and weaving to dyeing, bleaching, finishing and mercerizing. Raw cotton fiber could be spun into yarn, woven into cloth, dyed with the color of choice and finally finished as per requirements, all at one place with the help of modern equipment. Hence, Arvind's core value of quality above all was born and became the basis for their competitive advantage, then and now. Every strategy that Arvind adopts is ultimately in service of that value.

Creating a Culture Where Values Matter

In order to benefit most from values, they must be clearly communicated and widely apparent internally and externally. Next, values need to be top-down. But values also need to be bottom-up. Looking through a grassroots

SUMMARY: BRINGING STRATEGY BACK

lens, values create a positive ends-versus-means dynamic, enabling people to understand bottom-line priorities and act accordingly.

All of these things point to people as being more important than ever. You can teach someone rules and give them tools, but values are ingrained. They require a different type of buy-in that comes from within. As an organization's internal GPS system, values are the stabilizing mechanism that enables shock absorbers to deliver their benefits. ●

Management Innovation From Fast-Moving Markets

India has had to deal with chaos and unpredictability for decades. Its approach to strategy, as a result, is highly proactive. The only way to succeed amid chaos is to stay one step beyond chaos.

In contrast, Western corporate strategies are traditionally more reactive. Companies change tack when sales, profits or stock prices are down; when there are new competitors; or when employees begin to leave. The trouble is that these are all trailing indicators.

Indian companies have become adept at picking up leading indicators so that they can change strategies positively and proactively rather than defensively and reactively. Indian approaches to shaping and executing strategy share common elements that together add up to their own unique contribution to management innovation.

Values Enable Coordination: In managing through complex, uncertain, high-speed change, it is critical that organizations have a common lens through which to interpret the changing environment. For Indian companies, values provide that common lens. Values in the Indian context are not decorative adornments but rather decision-making touchstones and reference points.

Absorbing Change Without Losing Momentum: Being able to absorb change without losing momentum is a matter of focus and endurance. Indian companies have a willingness to take a hit and carry on, and this is increasingly necessary for all companies.

Developing Foresight and Anticipating the Future: In Indian companies, changing course is seen not as failure on the part of strategy but as a natural and positive part of a continuous process of strategy development and implementation.

Executing with Accuracy: India is a rush of people and of business coming from every conceivable direction. We've seen that to make a move successfully in this type of environment requires incredible accuracy. This applies internally as well as externally. The Indian companies studied demonstrated that one of the fundamental elements of accuracy is for an organization to understand itself. In order to have quick decision making and immediate reactions to changing conditions, strategy must be transparent. This requires decision triggers.

Reacting with Agility: Lessons learned from Indian companies indicate that agility requires three things happening consistently and simultaneously: a willing interaction with the environment, accurate processing of all available information, and the ability to make decisions and take actions based on these.

Formalizing the Informal: Bringing both formal and informal elements to the planning process is not new, but what is different is the manner in which the Strategic Shock Absorbers act as an adaptation and integration mechanism between the two. In many ways, the Strategic Shock Absorbers formalize the informal in order to clarify opportunities and accelerate change. Informal communication, ideation and feedback are ongoing inside an organization; however, without these tools, ideas and expertise get lost or are very slow to filter up to senior management.

The advice given here will make a positive difference only if individual leaders put a stake in the ground and make an effort to customize the approach to suit their own business. On a personal level, this requires asking the question, "What type of leader do I want to be?" Abandoning the old mode of strategic planning requires the courage to adopt a new gestalt. It may appear risky, but the bigger risk is in not pushing against the norm and choosing to remain the same. ●

RECOMMENDED READING LIST

If you liked *Bringing Strategy Back* you'll also like:

1. **Elevate by Rich Horwath.** Strategy expert Rich Horwath focuses on advanced strategic thinking that will drive results in the short and long term.
2. **Absolute Value by Itamar Simonson, Emanuel Rosen.** The authors describe how a company should design its communication strategy, market research program and segmentation strategy.
3. **Best Practices Are Stupid by Stephen Shapiro.** Shapiro offers 40 counterintuitive yet proven strategies for boosting innovation and making it a repeatable, sustainable and profitable process.