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STRATEGY-IN-PRACTICES

*A Process-Philosophical Perspective
on Strategy-Making*

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Abstract: This Element maintains that increasing strategic effectiveness involves paying greater attention to the idiosyncratic capabilities and know-how already accumulated in an organisation's shared practices and the *modus operandi* contained therein. An organisation's *modus operandi* describes the practiced patterned regularities that enable it to achieve a consistency of response in strategic circumstances even in the absence of any clear, formalised strategic plan. This patterned regularity known as *Strategy-in-Practices* (SiP) draws attention to the tacit influence of an organisation's shared practices on its formal strategy-making efforts. It emphasises the need for both these to be aligned so that the organisation is better prepared to cope with the challenges and opportunities it faces.

This Element also has a video abstract: www.cambridge.org/Strategy-In-Practices_Chia/Mackay_abstract

Keywords: process philosophy, strategy, strategic change, dynamic capabilities, practices

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