

Index

- 3D printing, 165
- 3M, 101
- Aaker, David, 194
- acquisitions
 - as source of business model innovation, 17
- AirAsia, 77
- Alexander, DeLisa, 143
- Amazon, 12, 117, 183
- American Idol, 28, 110, 149
- ancient Athens, 149
 - forums for structured conversations, 55–56
 - use of rhetoric, 55–56
- Anderson, Brad, 117–120, 122, 155–156
- anecdotal type of measurement, 197–198
- Angell, Chuck, 115
- anonymity
 - avoidance in strategic conversations, 145–146
- Ansoff matrix, 78
- antitrust legislation, 79
- AOL, 61, 64
- Apple, 12, 74, 79, 98, 129, 183
 - concerns about secrecy, 21
 - employee implementation of the business model, 148
 - iPod, 14, 82, 100
 - iTunes store, 14, 21, 82
- ARAMARK, 187, 197
 - T-shaped strategic conversations, 33–34
- Argyris, Chris, 73, 136
- Aristotle, 126
- Armstrong, Tim, 61, 64
- AstraZeneca, 191
- Augustus, Mike, 115
- Balanced Scorecard tool, 80, 88
- Bassford, Christopher, 70
- Benco Dental
 - Lucy Hobbs innovation community, 170–171
- Best Buy, 159, 203
 - Geek Squad, 12, 118–119
 - Geek Squad problem-solving approach, 149
 - Omega WOLF Pack projects, 168–170
 - WOLF Pack innovation community, 117–219
 - WOLF Pack members' passion, 188
- Best, Mitra, 28–29, 149–150, 154–155, 189
- big data
 - uses and limitations, 85–86
- Bloom, Jonah, 110
- Boeing 787 Dreamliner, 13
- Bonaparte, Napoleon, 62
- Boston Children's Hospital
 - celebration-type innovation days, 26
 - dealing with innovation and change, 194
 - support for innovators, 190
 - telehealth innovation community, 42, 102–108, 128–129
- Boston Consulting Group
 - Growth-Share Matrix, 78
- bounded rationality, 84
 - decision-making under, 84–85
- brainstorming, 4, 61–62
- brand enhancement
 - benefits of strategic conversations, 194–195
- Brojerdi, Ed, 111, 190
- Brooks, David, 86
- Buffet, Warren, 190
- business
 - challenges in a changing world, 164–165
 - strategic conversations in real situations, 2–3
- business growth
 - benefit of strategic conversations, 2
- business model innovation
 - barriers to, 100–101

- benefits of internal innovation, 16
 - by effective knowledge flows, 16
 - compared to technical innovation, 14
 - for value creation, 14
 - generating innovative ideas, 61–62
 - innovation communities, 100–102
 - M&A as sources of, 17
 - managing strategic conversations, 127–128
 - R&D as source of, 17
 - recruitment of top leaders (white knights)
 - to innovate, 17
 - uncertainty in, 196
- business models
 - adapting to opportunities and threats, 13
 - as thought exercises, 12
 - assessment and adjustment, 133
 - creating new opportunity spaces, 12
 - definition and scope, 8–9
 - exploiting the opportunity space, 10–12
 - factors which shape choices, 10–12
 - leadership accountability for, 13
 - leap of faith required, 15, 137
 - modeling the organization, 12
 - need for continual updating, 15
 - relationship to strategy, 18–19
 - risk of failure, 137–139
 - role in organizational learning, 12–13
 - variety of possible configurations, 9–10
 - ways of providing value, 12
- business reengineering, 192
- business strategy. *See* strategy

- Cardente, John, 201–202
- Cathcart, Ron, 136
- celebration-type innovation days, 26
- challenges
 - combining types of strategic conversation, 42–46
 - impact on business growth, 42
 - level of inclusivity, 42
 - type of strategic conversation, 28–30
- Chandler, Alfred, 78–79
- change management
 - benefits of strategic conversations, 191–194
- chaordic strategic conversations, 37–41
 - combining types of strategic conversation, 42–46
 - impact on business growth, 42
 - level of inclusivity, 42
- chaos
 - concern about strategic conversations, 19–20
- Chen, Jidong (Roby), 203
- Chen, Tao, 31
- Clausewitz, Carl von, 48, 62–64, 70, 90, 132
- Clean Air Task Force (CATF)
 - external strategic conversations, 176–181
- Coca-Cola, 79
- coercive leadership styles, 72
- Cohen, Armond, 176
- Cohen, Chuck
 - Lucy Hobbs innovation community, 170–171
- collateral benefits of strategic conversations
 - brand enhancement, 194–195
 - building social networks, 191
 - change management, 191–194
 - EMC Executive Program, 182–186
 - executive learning, 182–187
 - external networks, 181
 - how to enjoy, 195
 - organizational alignment, 182–187
 - organizational learning, 182–187
 - raised employee passion, 187–189
 - range of benefits, 182
 - talent management, 189–191
- communities of practice (CoPs)
 - distinction from innovation communities, 108–109
- competitions
 - combining types of strategic conversation, 42–46
 - impact on business growth, 42
 - KBS+ Hyde Experiment, 109–113
 - level of inclusivity, 42
 - type of strategic conversation, 27–28
- Competitive Strategy (Porter), 79
- competitors
 - strategic conversations with, 171–172
- consultants, 16
 - limitations of contribution to strategy, 166
 - role in strategic change, 191–192
 - strategic tools, 80
- controller style of management, 73–74
- conversational health
 - conversational norms of an organization, 146
 - influence on quality of strategy, 140–146

230 INDEX

- conversational leadership style, 73–75
 conversations
 and the strategizing model, 133
 business model assessment and adjustment, 133
 creating a learning social apparatus, 132–133
 creating new knowledge and value, 132–133
 fostering knowledge exchanges, 128–129
 functions in large organizations, 5
 language management by leaders, 134
 persuading employees to pursue a specific strategy, 132
 reducing knowledge absences, 128–129
 roles in supporting the strategizing process, 128–133
 shaping to make them productive, 129–132
 use of framing, 134
 See also strategic conversations
 Cook, Tim, 74
 corporate culture
 effects of strategic conversations, 22
 Costco, 118
coup d'oeil (flash of strategic insight), 63–64
 Crazy Eddie, 117
 crowdsourcing, 28–29
 cultures
 bridging with strategic conversations, 152–154
 customers
 involving in the strategizing process, 167–171
 customization
 limitations of profitability, 165

 Dahl, Allison, 30
 Danone, 151
 Data General Corporation, 101
 Dawning (Chinese computer firm), 164
 DeBellis, Izzy, 111, 190
 decision-making
 under uncertainty, 2, 84–85
 delivery knowledge
 embedding in strategy, 75–76
 Dell, 118
 Deloitte
 survey of employee engagement, 188–189

 dialog. *See* conversations, strategic conversations
 Digital Equipment Corporation, 101
 Discovery mode, 87–89
 diversity
 celebration in strategic conversations, 152–153
 Donne, John, 224
 Doz, Yves L., 172
 Drucker, Peter, 1
 Duggan, William, 63
 Dunn, Brian, 117, 122, 124
 dynamic capabilities, 80

 Eisai, 166–167, 200
 EMC, 146, 188, 204
 analysis of intranet topics, 30–31
 brand enhancement, 195
 bridging geographical distance, 152–153
 celebration of diversity, 152–153
 change management, 194
 cultural change, 22
 Executive Program, 182–186
 Global Innovation Network, 167–168
 leadership presence of Joe Tucci, 51
 measurement of effects of strategic conversations, 197–198
 social network analysis, 200–203
 social networking proficiency initiative, 156–162
 strategy reviews, 36–37
 employee engagement
 agenda for strategic conversations, 60–62
 appeals to passion and personal commitment (pathos), 52–55
 appeals to character and higher interest (ethos), 52–55
 assessment of, 70
 context of actionable meaning, 51–52
 drivers within the business environment, 7–8
 encouragement by leaders, 127
 encouraging employee participation, 59–60
 engaging younger employees, 149–151
 entrepreneurial potential of employees, 49–50
 financial incentives, 50
 finding innovation team leaders, 59–60
 generating innovative ideas, 60–62

- impact of transactional leadership, 72–73
 - insights from military strategy, 62–64
 - Kirshenbaum Bond Senecal (KBS+), 48–49, 65–66
 - leading with personal presence, 50–51
 - limitations of appeals to logic (logos), 52–55
 - making sure all voices are heard, 143–146
 - motivational factors, 52–55
 - not brainstorming, 61–62
 - Red Hat Software, 56–59
 - Rite-Solutions, 48–49, 64–65
 - shaping of conversations by leaders, 62–64
 - suggestion boxes, 24
 - untapped source of advantage, 1–2
 - use of rhetoric by leaders, 52–55
 - use of social media, 149–151
 - using strategic conversations, 2
 - ways to engage employees, 50–60
 - YMCA Canada, 66–69
- employee passion
 - influence of strategic conversations, 187–189
- employees
 - debate about role in strategizing, 20
 - disconnection from strategy development, 49
 - entrepreneurial potential, 49–50
 - lack of involvement in the strategizing process, 93–95
 - motivation of social rewards, 137
 - objections to their involvement in strategy, 19–22
- entrepreneurial potential of employees, 49–50
- entrepreneurial workforce, 2
- entrepreneurs, 9
 - opportunities from uncertainty, 196
- ethical burden of strategic conversations, 97
- ethos
 - appeals to character and higher interest, 52–55
- executive learning
 - benefit of strategic conversations, 182–187
- experimental types of measurement, 198–200
- External-Internal-Fit paradigm, 78–79
- external strategic conversations
 - as strategy for CATF, 176–181
 - assessing outside interactions, 181
 - challenges in a changing business world, 164–165
 - collaboration with partners, 171–176
 - collateral benefits, 181
 - influences from the outside world, 164
 - involving customers, 167–171
 - need to engage with the outside world, 165–166
 - sensing and operationalizing platforms, 166–168
 - with competitors, 171–172
- Facebook, 157, 162
- failure
 - managing, 137–140
 - risk in business models, 137–139
- Fay, Jon, 182–186, 194
- financial incentives for employee engagement, 50
- five forces framework (Porter), 79
- Five Iron Laws of Value Creation, 14–18
 - Law 1 (innovating the business model), 14, 17, 83
 - Law 2 (business models require a leap of faith), 15, 89, 137
 - Law 3 (continual updating of the business model), 15, 17, 75, 140
 - Law 4 (knowledge flows enhance strategizing and innovation), 16–17, 45, 75, 188
 - Law 5 (benefits of internal innovation), 16–17, 92, 166
- flash-crashes, 85
- flash of strategic insight (*coup d'oeil*), 63–64
- flat organizational structures, 74–75
- Ford, Henry, 61
- fractals metaphor
 - approaches to program implementation, 68–69
- framing
 - in conversations, 134
 - transactional framing, 134–135
- Fried, Naomi, 103–105, 107, 129
- Gains, Al, 115
- GE/McKinsey matrix, 78
- General Electric (GE), 14, 33, 60, 74, 187, 190

232 INDEX

- General Motors (GM), 16
 NUMMI joint venture with Toyota, 172
 generation gap
 using strategic conversations to bridge, 153–154
 ways to bridge, 149–151
 geographical distance
 using strategic conversations to bridge, 152–154
 Gilbert, Julie
 Lucy Hobbs innovation community, 170–171
 Omega WOLF Pack projects, 168–170
 WOLF Pack innovation community, 119–219
 global context. *See* external strategic conversations
 goal of strategy, 83–85
 Google, 183
 Project Oxygen, 141, 189
 Grant, Adam, 199
 Great Recession, 136
 Grind, Kirsten, 135
 groupthink, 12
 Grove, Andy, 74
 Growth-Share Matrix, 78
- Hadoop program, 204
 Haier, 165
 Haldane, Scott, 66–69
 Haloid (later Xerox), 14
 Hamel, Gary, 172
 Hammer, Michael, 192
 Hansen, Morten, 32, 152
 HCL Technologies, 35–36
 hedge fund failures, 85
 helicopter view of a business, 9
 Herman, Darren, 110, 190
 heroic leaders, 73–74
 hierarchies, 66
 effects of flattening, 74–75
 history of business strategy, 77–81
 Hock, Dee, 38
 Hollis, Chuck, 146, 185, 197–198, 201
 social networking proficiency initiative, 156–162
 Honda, 60
 horizontal integration, 78
 Hubbard, Douglas W., 198
 Hubbell, John, 115
- human relationships
 importance of managing, 209–210
 Hunter, David G., 105–108, 128–129, 193
 Hyde, Angela, 191
- Ibarra, Herminia, 152
 IBM, 14
 business model innovation, 15
 Innovation Jams, 25–26
 ideation-type innovation days, 24–27
 Immelt, Jeffrey, 33, 74
 impressionistic type of measurement, 197–198
 industrial organization economics, 79
 Infosys, 151, 168
 innovation
 benefits of internal innovation, 16
 See also business model innovation
 Innovation attention map, 204–208
 innovation communities, 41–42, 199–200
 Benco Dental, 170–171
 combining types of strategic conversation, 42–46
 definition, 99
 distinction from communities of practice (CoPs), 108–109
 distinction from Tiger Teams, 124–219
 fostering business model innovation, 100–102
 impact on business growth, 42
 innovation team members, 99–100
 level of inclusivity, 42
 Rite-Solutions Rite-Track innovation community, 114–117
 See also Best Buy, Boston Children’s Hospital, Kirshenbaum Bond Senecal
 innovation days
 celebration-type, 26
 combining types of strategic conversation, 42–46
 ideation-type, 24–27
 impact on business growth, 42
 level of inclusivity, 42
 type of strategic conversation, 24–27
 innovation pyramid approach, 203
 Intel, 74
- Japan
 nemawashi process, 56
 Jensen, Mark, 109–111, 137, 190

- Jobs, Steve, 21, 51, 74, 77, 98, 129, 148
 Johnson, Stephen, 61
 Judgment mode, 89–90
- Kanter, Rosabeth Moss, 203
 Kidder, Tracy, 101
 Killinger, Kerry, 136
 Kim, Jim Yong, 40, 75–76, 139–140
 Kirshenbaum Bond Senecal (KBS+), 188
 accomplishing change, 193
 employee engagement, 48–49
 employee innovation, 65–66
 engaging younger employees, 151
 Hyde Experiment innovation
 community, 109–113, 137
 Hyde Space, 194
 innovation competition, 190
 vision of Lori Senecal, 130
 Knight, Frank H., 15, 84, 90, 182, 196
 knowledge absences
 and business decision-making, 15
 and strategists' judgment, 84–85
 fostering knowledge exchanges, 128–129
 Knowledge-Based view, 80
 knowledge flows
 importance in strategizing and
 innovation, 16
 knowledge gained by employees
 embedding in strategy, 75–76
 Kodak, 14
 Kofman, Fred, 73, 142
 Korytko, Zane, 69
- Laker, Freddie, 77
 language management in conversations, 134
 Laube, Sheldon, 7
 Lavoie, Jim, 48–49, 52, 64–65, 114–117,
 144–145
 leader's values
 influence on strategic judgment, 85
 leaders
 coup d'oeil (flash of strategic insight),
 63–64
 encouraging employee participation, 127
 experience used to ground strategic
 conversations, 63
 language management in conversations,
 134
 making sure all voices are heard, 143–146
 managing strategic conversations, 127–128
 openness to new possibilities, 63
 recruitment to innovate business models,
 17
 role in strategic conversations, 71–72
 shaping strategic conversations, 62–64,
 129–132
 leadership
 accountability for business models, 13
 creating meaning for employees, 51–52
 differences in strategic conversations,
 71–72
 identifying opportunities and threats, 13
 implications of strategic conversations
 approach, 209–210
 importance of human relationships,
 209–210
 scaling up strategic conversations, 55–56
 under strategic conversations, 95–97
 use of rhetoric to engage employees,
 52–55
 leadership styles
 coercive, 72
 controller, 73–74
 conversational, 73–75
 heroic leaders, 73–74
 learner, 73–74
 transactional, 72–73
 leading with personal presence, 50–51
 learner style of management, 73–74
 Learning mode, 93
 LinkedIn, 157, 162
 logic (*Logos*)
 limitations in changing behaviors, 52–55
 Lohr, Steve, 85
 Long Term Capital, 85
 Lucy Hobbs innovation community, 170–171
 Lula da Silva, Luiz Inácio, 39
- Madany, Peter, 152–153
 Mahdy, Medhat, 69
 management
 value-creating dynamic, 182
 managerial role
 implications of strategic conversations
 approach, 209–210
 importance of human relationships,
 209–210
 managers
 aesthetic associated with strategic
 conversations, 18

234 INDEX

- managers (cont.)
 changing role of, 161–162
 espoused theory versus theory-in-use, 136
 managing failure, 137–140
 Manville, Brook, 55
 Martin, Roger, 82
 McKinsey & Company, 140
 measurement
 anecdotal type, 197–198
 by experiments, 198–200
 importance for effective management, 197
 impressionistic type, 197–198
 social network analysis, 200–203
 strategic conversation mapping, 203–208
 textual analysis, 200–203
 types of, 197–208
 uncertainty in business model
 innovation, 196
 meetings, 4
 mergers and acquisitions (M&A)
 as sources of business model innovation, 17
 Microsoft, 15, 89
 middle managers
 changing role of, 161–162
 perceived threat from social networking
 approach, 161–162
 military applications of strategy, 78
 Mintzberg, Henry, 80
 monopoly theory, 79
 Moritz, Bob, 150
 motivation of employees
 intrinsic and extrinsic factors, 52–55
 social rewards, 137
 Murthy, N. R. Narayana, 151
 MySpace, 157
 Nayar, Vineet, 35–36
nemawashi process (Japan), 56
 Netflix, 12
 networks
 enhancing effects of strategic
 conversations, 191
See also social media, social networking
 approach
 Neubauer, Joe, 33–34, 197
 niche markets
 limitations of profitability, 165
 Nike, 112
 opportunities
 identifying and responding to, 13
 opportunity costs of strategic conversations,
 20–21
 opportunity space, 10–12
 use of strategy to expand, 83–85
 O'Reilly, Tim, 190
 organizational alignment
 benefit of strategic conversations,
 182–187
 organizational culture
 effects of strategic conversations, 22
 organizational learning, 80
 benefit of strategic conversations,
 182–187
 role of business models, 12–13
 organizational secrets
 potential risk from strategic
 conversations, 21
 organizational structure
 flattening hierarchies, 74–75
 secondary to good strategic
 conversations, 126
 Osborn, Alex, 61
 Otellini, Paul, 74
 outside world. *See* external strategic
 conversations
 partners
 strategic conversations with, 171–176
 Patel, Kal, 119
 pathos
 appeals to personal commitment and
 passion, 52–55
 Penrose, Edith, 71
 Pericles, 55–56
 persuading employees to pursue a specific
 strategy, 132
 Persuasion mode, 90–92
 Petryaevskaya, Inga, 167
 Pitney Bowes, 30, 60
 Porter, Michael
 five forces framework, 79
 Post-it[®] Notes, 77
 Practice mode, 92–93
 Prahalad, C. K., 172
 PricewaterhouseCoopers (PwC), 7, 60,
 159–160, 189
 employee engagement, 8
 iChallenge initiative, 28–29

- PowerPitch competition, 28, 149–150, 189
 - promoting ideas and innovation, 154–155
- productive inquiry, 141–143
- Prusak, Laurence, 33, 160
- purpose of strategy, 76–78
- R&D (research and development)
 - as source of business model innovation, 17
- Reagan, Ronald, 79
- Red Hat Software, 22, 38, 52, 160
 - employee engagement, 92
 - leadership style, 74
 - making sure all voices are heard, 143–144
 - strategic conversations on the company mission, 56–59
 - strategic conversations with partners, 172–173
 - strategizing process, 193
- Resource-Based View, 79–80
- rhetoric, 126
 - appeals to character and higher interest (*ethos*), 52–55
 - appeals to personal commitment and passion (*pathos*), 52–55
 - aspects of effective communication, 210
 - limitations of appeals to logic (*logos*), 52–55
 - persuading employees to pursue a specific strategy, 132
 - persuasive powers, 91–92
- Riboud, Franck, 152
- Rigobon, Roberto, 85
- Rite-Solutions, 48, 188
 - brand enhancement, 195
 - employee engagement, 48–49
 - employee innovation, 64–65
 - introverts as an underutilized resource, 144–145
- Rite-Track innovation community, 114–117
- Rosenberg, Tina, 54
- Ryanair, 77
- RZhd (Russian railways company), 168
- Sam's Club, 165
- Schon, Donald, 136
- Schulze, Dick, 117
- Schumpeter, Joseph, 148
- self-reinforcing innovation platform.
 - See collateral benefits of strategic conversations
- Senecal, Lori, 23, 48–49, 52, 65–66, 109–113, 130, 137, 193
- sensing and operationalizing platforms, 30–31, 93, 119
 - combining types of strategic conversation, 42–46
- Eisai, 166–167
- EMC, 167–168
- impact on business growth, 42
- level of inclusivity, 42
- Shanghai Zhenhua Port Machinery Company, 165
- Shirky, Clay, 1, 109
- silos thinking, 32
- Simon, Herbert, 81, 87, 90, 196
- Six Sigma programs, 127–128
- small thinking
 - concern about strategic conversations, 19–20
- smart failure
 - need for organizations to manage, 137
- Smith, Adam, 1, 20
- social media
 - engaging younger employees, 149–151
 - identifying pioneers within the organization, 162–223
- social network analysis, 200–203
- social networking approach
 - identifying pioneers within the organization, 162–223
- responses across generations, 161
- strategic conversations, 156–162
- threat perceived by middle managers, 161–162
- transformational potential for organizations, 162
- social networks
 - enhancing effects of strategic conversations, 191
- social rewards
 - motivation of employees, 137
- Southwest Airlines, 21, 77
- Stanford Topic Modeling Toolkit, 30, 201, 204
- Starbucks, 82
- Starwood Hotels, 128

236 INDEX

- Strategic conversation contribution map, 204, 208
- strategic conversation mapping, 203–208
 - determining the strength of strategic conversations, 208
- strategic conversations
 - application in real business situations, 2–3
 - bridging cultures, 152
 - bridging generation gaps, 149–151
 - concern about producing chaos, 19–20
 - concern about small-thinking, 19–20
 - concern about time and effort involved, 20–21
 - concern that strategy is not the role of employees, 20
 - contradictory messages from management, 136
 - definition, 2
 - demands on corporate cultures, 22
 - effects on the strategy development process, 22
 - employee contributions, 2
 - espoused theory versus theory-in-use, 136
 - ethical burden, 97
 - importance of conversational health, 140–146
 - informing leadership decisions, 13
 - making sure all voices are heard, 143–146
 - management aesthetic, 18
 - managing role of leaders, 127–128
 - nature of good conversations, 127–128
 - not brainstorming, 61–62
 - objections to involving employees in strategy, 19–22
 - potential benefits for organizations, 2
 - potential risk to organizational secrets, 21
 - productive inquiry, 141–143
 - resisting anonymity among participants, 145–146
 - rules for candid, respectful dialogue, 134–135
 - scaling up, 55–56
 - shaping of conversations by leaders, 62–64
 - shutting down by management, 135–136
 - social nature, 69–70
 - social networking approach, 156–162
 - social rewards, 137
 - starting in your organization, 46–47
 - techniques to span geographies, generations, and cultures, 153–154
 - technology-free, 148–149
 - See also* conversations
- strategic conversations typology, 23–24
 - challenges, 28–30
 - chaordic strategic conversations, 37–41
 - combining different types, 42–46
 - comparison of levels of inclusivity, 42
 - competitions, 27–28
 - impact on business growth, 42
 - innovation communities, 41–42
 - innovation days, 24–27
 - sensing and operationalizing platforms, 30–31
 - strategy reviews, 34–37
 - T-shaped strategic conversations, 32–34
- strategic planning approach, 81–82
- strategic tools, 80
- strategizing modes, 86–94
 - Discovery mode, 87–89
 - Judgment mode, 89–90
 - Learning mode, 93
 - Persuasion mode, 90–92
 - Practice mode, 92–93
- strategizing process, 86–97
 - decision-making, 76
 - Discovery mode, 87–89
 - effects of strategic conversations, 22
 - employee disconnection from, 49
 - ethical burden, 97
 - fostering knowledge exchanges, 128–129
 - influence of the leader's values, 85
 - Judgment mode, 89–90
 - lack of employee involvement, 93–95
 - leadership under strategic conversations, 95–97
 - Learning mode, 93
 - limitations of big data, 85–86
 - Persuasion mode, 90–92
 - Practice mode, 92–93
 - questions leaders need to address, 97–98
 - relation to conversation, 133
 - role of strategic conversations, 95–97
 - strategizing modes, 86–94
 - supporting roles of conversation, 128–133

- strategy
 - definition, 18–19
 - difficulty of defining, 76–78
 - expanding opportunity space, 83–85
 - form of social intercourse, 69–70
 - goal of, 83–85
 - influence of quality of conversations, 140–146
 - purpose of, 76–78
 - relationship to business models, 18–19
- strategy nihilists' approach, 81–82
- strategy reviews
 - combining types of strategic conversation, 42–46
 - impact on business growth, 42
 - level of inclusivity, 42
 - type of strategic conversation, 34–37
- strategy theory
 - dynamic capabilities, 80
 - External-Internal-Fit paradigm, 78–79
 - history of business strategy, 77–81
 - Knowledge-Based View, 80
 - military analogies, 78
 - organizational learning, 80
 - Porter's five forces framework, 79
 - profusion and variety of initiatives, 80–81
 - Resource-Based View, 79–80
- suggestion boxes, 24
- Sullivan, Gordon R., 137
- Sun Microsystems, 15
- SUPERVALU, 60, 187, 191, 200
- SWOT analysis, 78, 88
- systems theory, 20

- T-shaped strategic conversations, 32–34, 185
 - combining types of strategic conversation, 42–46
 - encouraging employee participation, 60
 - impact on business growth, 42
 - level of inclusivity, 42
- Taleb, Nassim, 81
- talent management
 - benefits of strategic conversations, 189–191
- technical innovation
 - compared to business model innovation, 14
- technology
 - limitations of competitive advantage, 164
 - not essential for strategic conversations, 148–149
- Teece, David, 8–9
- textual analysis form of measurement, 200–203
- Thatcher, Margaret, 79
- The Apprentice, 149
- threats to business
 - identifying and responding to, 13
- Tiger Teams
 - distinction from innovation communities, 124–219
- tobacco companies
 - anti-smoking advertising, 54
- Todd, Steve, 36–37, 167, 198, 204
 - social network analysis, 200–203
- Toyota, 101
 - NUMMI joint venture with GM, 172
- Toyota Production System, 16, 21, 79
- transactional framing
 - effects on strategic conversations, 134–135
- transactional leadership style, 72–73
- Tucci, Joe, 51, 182–184
- Twitter, 162, 191

- uncertainty
 - and business opportunities, 15
 - decision-making under, 2, 84–85, 90
 - in business model innovation, 196
 - link with profit, 84–85
 - value-seeking under, 182
- United States Army
 - after action reviews (AARs), 137–139
 - managing failure, 137–139

- value creation. *See* Five Iron Laws of Value Creation
- value-seeking under uncertainty, 182
- Van Riper, Paul, 183–184, 186
- vertical integration, 78
- Vidovich, Nick, 109–111, 137, 190
- Visa, 38

- Wallace, William S., 138
- Walmart, 118
- war games
 - business analogies, 183–184
- Washington Mutual bank, 135–136
- Wealth of nations* (Smith, 1776), 1, 20

238 INDEX

- Weetjens, Jan, 174–175
- Welch, Jack, 33, 74
- West, Tom, 101
- white knights
 - recruitment to innovate business models, 17
- Whitehurst, Jim, 22, 56–59, 74, 193
- Williamson, Peter J., 164–165
- women
 - empowerment of. *See* Best Buy WOLF Pack innovation community
- World Bank, 71, 75–76, 139–140, 159
 - chaordic strategic conversations, 38–40
 - collaboration with partners, 173–176
 - Open Development Technology Alliance, 175–176
- Wrigley's chewing gum, 77, 82
- Wulf, Julie, 74
- Xerox (formerly Haloid), 14
- Xerox PARC, 77
- Yeaney, Jackie, 59
- YMCA Canada, 188
 - participation in strategy development, 66–69