

## Contents

List of figures	<i>page</i> ix
List of tables	xi
Acknowledgements	xii
Preface	xv
1 Introduction – what are strategic conversations?	1
2 The strategic conversations imperative	7
3 Strategic conversations in the wild	23
4 Engaging employees in management’s agenda	48
5 Strategizing and the leaders’ role	71
6 Putting strategic conversations into practice – innovation communities	99
7 Conversation trumps structure – new norms for dialog	126
8 Strategic conversations across geographies, generations, and the multitude	148
9 Engaging the world outside in the conversation	164
10 Creating a self-reinforcing innovation platform – collateral benefits	182

## viii CONTENTS

11 Measuring the future	196
12 Epilogue – on managing	209
Further reading	211
Notes	212
Index	228