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community

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 **Strategy Management Partners**
MAKING STRATEGY HAPPEN

DISCLAIMER

Our sole aim is to provide our community with a selection of resources which we have found useful and interesting in the course of our work in strategy. It is in no means comprehensive; and in no way does it suggest that these books and articles are more valuable than the plethora of resources that can be found on the subject. The discipline of strategy evolves all the time. We are keen to stay abreast of developments; and be part of developing the discipline ourselves. We welcome your feedback and suggestions for inclusion.

Happy reading!





A GOOD PLACE TO START **READING LIST: STRATEGY**

- Art of War, Sun Tzu
- Leadership in Administration, Philip Selznick
- Quality, Productivity, and Competitive Position, Edwards W. Deming
- Strategy and Structure, Alfred D. Chandler
- Competitive Strategy, Michael E. Porter
- Discipline of Market Leaders, Treacy & Wiersema
- Practice of Management, Peter F. Drucker
- Good to Great, Jim Collins
- Managing in a Time of Great Change, Peter F. Drucker
- In Search of Excellence, Peters & Waterman
- The Execution Premium, Kaplan and Norton
- The Innovator's dilemma, Clay Christensen
- Blue Ocean Strategy, Chan and Mauborgne
- Strategy Safari, Mintzberg, Ahlstrand, Lampel
- Built to Last, Collins & Porras

HBR's 10 Must Read on Strategy:

https://www.amazon.co.uk/Strategy-including-featured-Michael-Porter/dp/1422157989/ref=sr_1_6?crid=3W2IUBJN9MP42&dchild=1&keywords=harvard+business+review+10+must+read&qid=1593011688&prefix=Harvard+business+review+%2Caps%2C164&sr=8-6

A GOOD PLACE TO START

READING LIST: Demystify Strategy

- Stephen Bungay, "5 Myths about Strategy", HBR, April 2019, <https://hbr.org/2019/04/5-myths-about-strategy>
- Zook, Chris, and James Allen. *The Founder's Mentality: How to Overcome the Predictable Crises of Growth*. Harvard Business Review Press, 2016
- Venkatraman, Venkat. *The Digital Matrix: New Rules for Business Transformation Through Technology*. LifeTree Media, 2017.
- Kaplan, Robert S., and David P. Norton. *Strategy Maps: Converting Intangible Assets into Tangible Outcomes*. Harvard Business School Press, 2004.
- McKinsey Insights: Lessons from the generals: decisive action amid the chaos of crisis, May 2020
- Martin & Golsby-Smith, "Why Management needs Philosophers: Management is much more than a Science", HBR, September – October 2017
- Jan Rivkin, "Where do great strategies come from?" Harvard Business School Faculty Seminar Series Lecture.
- Beinhocker, Eric and Kaplan, Sarah, "Tired of Strategic Planning?" *The McKinsey quarterly*, 2002 Special Edition
- Collins, Jim, and Jerry I. Porras. "Building Your Company's Vision." *Harvard Business Review*, September/October 1996
- Mintzberg, H., Lampel, J., Reflecting on the Strategy Process, *Sloan Management Review*
- Hamel, Gary, and C. K. Prahalad. *Competing for the Future*. Harvard Business School Press, 1994
- Kaplan, Robert S., and David P. Norton. *The Strategy Focused Organization: How Balanced Scorecard companies thrive in the new business environment*. Harvard Business School Press, 2001.





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READING LIST: CORE COMPETENCIES & CO-CREATION

- Prahalad, C. K., and Gary Hamel. "The Core Competence of the Corporation." *Harvard Business Review*, May 1990
- Schoemaker, Paul J. H. "How to Link Strategic Vision to Core Capabilities." *MIT Sloan Management Review*, Fall 1992, pp. 67-81.
- Zook, Chris. "Finding Your Next Core Business." *Harvard Business Review*, April 2007
- Venkat Ramaswamy & Francis Guillard, *The Power of Co-Creation: Build it With Them to Boost Growth, Productivity and Profit.* (Free Press 2010)





FUTURE AHEAD

A GOOD PLACE TO START
READING LIST:
SCENARIO PLANNING

- 'The practice of Scenario Planning: An Analysis of Inter& Intra organisation strategising', by Gary Bowman, published in the British Journal of Management (2015)
- Ramirez, Rafael, John W. Selsky, and Kees van der Heijden. Business Planning in Turbulent Times: New Methods for Applying Scenarios. 2d ed. Earthscan Publications, 2010.
- Ringland, Gill. Scenario Planning: Managing for the Future. 2d ed. Revised. The Choir Press, 2014

A GOOD PLACE TO START **READING LIST:** **CUSTOMER EXPERIENCE**

- Treacy & Wiersema, Customer Intimacy and other value disciplines, Harvard Business Review, 1993
- Lichaw, Donna. *The User's Journey: Storymapping Products That People Love*. Rosenfelt Media, 2016.
- Peppers, Don, and Martha Rogers. *Managing Customer Relationships: A Strategic Framework*. 2d ed. Wiley, 2011.
- Kotler, Philip. *Marketing Management: Analysis, Planning, Implementation and Control*. Prentice Hall, 1999.
- Christensen, Clayton M., Scott D. Anthony, Gerald Berstell, and Denise Nitterhouse. "Finding the Right Job for Your Product." *MIT Sloan Management Review*, Spring 2007



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READING LIST: PERFORMANCE MANAGEMENT

- Kaplan, Robert S., and David P. Norton. "The Balanced Scorecard: Measures That Drive Performance." *Harvard Business Review*, July 2005, pp. 71-79.
 - *Keeping Score: Using the Right Metrics to Drive World-Class Performance*, by Mark Graham Brown.
 - *Measuring Organizational Improvement Impact*, by Richard Y. Chang and Paul De Young
 - *Vital Signs: Using Quality, Time, and Cost Performance Measurements to Chart Your Company's Future*; by Steven M. Hronec
 - *Performance Prism: The Scorecard for Measuring and Managing Stakeholder Relationships* by Andy Neely
 - Olive, Roy and Wetter. "Performance Drivers". Wiley, 1999.
 - Becker, Huselid and Ulrich. "the HR Scorecard, Linking people, strategy, and performance". Harvard Business School Press, 2001
- On OKRs:
- *High Output Management*, Penguin Random House, 1995, Andy Grove (Intel): [Whatmatters.com](https://www.whatmatters.com)
 - On Project management: <https://www.pmi.org>

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READING LIST: EMBED STRATEGY & MOBILISE FOR EXECUTION

- Kotter, John P., and Dan S. Cohen. *The Heart of Change: Real- Life Stories of How People Change Their Organizations*. Harvard Business Review Press, 2012.
- Kotter, John P. "Leading Change: Why Transformation Efforts Fail." *Harvard Business Review*, March/April 1995
- The silent killers of strategy implementation and learning, Beer & Eisenstat, MIT Sloane Management Review, 2000
- <https://sloanreview.mit.edu/article/the-silent-killers-of-strategy-implementation-and-learning/>
- HBR's 10 Must Reads on Change Management. Harvard Business Review Press, 2011.
- Cobb, Charles G. *The Project Manager's Guide to Mastering Agile: Principles and Practices for an Adaptive Approach*. Wiley, 2015
- Rigby, Darrell K., Jeff Sutherland, and Hirotaka Takeuchi. "Embracing Agile." *Harvard Business Review*, May 2016



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A FEW DESTINATIONS FOR HOT TOPICS

Harvard Business Review
www.Hbr.org

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Academy of
Management Journal
www.journals.aom.org

Journal of Management by
SAGE
www.journals.sagepub.com

McKinsey Global
Institute
www.Mckinsey.com/mgi

The Economist
Intelligence Unit
www.eiu.com

JIGSAW (previously
Google Ideas)
Jigsaw.google.com



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