

Contents

List of Figures	vii
List of Tables	viii
About the Authors	ix

Introduction	1
Robert Galavan, John Murray, and Costas Markides	

Part I. Understand your Situation

1 The Economics of Global Competition: Implications for Business	13
Dermot McAleese and Gerard O'Brien	
2 From Customer Understanding to Strategy Innovation: Practical Tools to Establish Competitive Positioning	38
Cliff Bowman and Richard Schoenberg	
3 And the Winner Takes it All? Necessary Conditions and Entry Strategies in Winner-Take-All Market	57
Rita Gunther McGrath	
4 Understanding the Financial Footprint of Strategy	69
William C. Lawler	
5 HR Dreams: Where Human Resource Management is Headed to Deliver Value	97
Dave Ulrich	
6 Services, Counsel, and Values: Managing Strategically in the Public Sector	111
J. A. Murray	

Part II. Develop your Options

7 The Rising Costs of Offering Valueless Propositions in a Connected World	131
Seán Meehan and Willem Smit	

Contents

8	Managing the Evolving Global Production Network <i>Kasra Ferdows</i>	149
9	From Lines to Loops: An Iterative Approach to Strategy <i>Donald Sull</i>	163
10	Opening up Strategic Space through Discontinuous Innovation <i>John Bessant</i>	184
11	How to Create the Industries of the Twenty-First Century <i>Costas Markides</i>	203

Part III. Lead the Change

12	Leading in the Knowledge Economy <i>Rob Goffee and Gareth Jones</i>	223
13	The Leader’s Prison <i>Robert Galavan and John Cullen</i>	242
14	Nurturing Innovation Hot Spots <i>Lynda Gratton</i>	254
15	The Contrasting Faces of the Chairman of the Board <i>Nada K. Kakabadse, Andrew P. Kakabadse, and Linda Lee-Davies</i>	270
16	The Leader as Negotiator <i>Kathleen Reardon and Andrew McLaughlin</i>	281
17	Gaining Strategic Advantage through Talent Management <i>Jay A. Conger</i>	297
	<i>Index</i>	309