

# Contents

<i>Foreword by Stephen Ward</i>	ix
<i>Comments by other colleagues</i>	xi
<i>Preface</i>	xix
<i>Overview</i>	xxvii
<i>About the author</i>	xxxviii
<i>Acknowledgements</i>	xliii

## PART 1

<b>Foundations</b>	1
1 Why planning is usually vital but often difficult and frequently inept	3
2 A ‘universal planning uncertainty and complexity management process’ (UP)	41
3 Low to high clarity approaches and the ‘estimation-efficiency spectrum’	71
4 Confronting challenging complexities usually needing more clarity	132

## PART 2

<b>Employing planning tools in practice – five illustrative tales</b>	161
5 Using a UP – an initially simple supply chain management example	164
6 Building ‘specific processes’ – a bidding process example	212
7 Adapting ‘generic processes’ – a project planning example	307
8 Corporate strategy formulation – an electricity utility example	399
9 Building well-founded trust about complex concerns – a railway safety example	476

**PART 3**

**Further synthesising and reflecting 579**

10 Immediate and longer term ‘what needs to be done’ priorities 581

11 Ongoing enhancement of strategic clarity and tactical clarity 601

*References* 628

*Website information* 635

*Index* 636