

CONTENTS

Preface xi

PART I INTRODUCTION

- 1 ARGUING FOR ORGANIZATIONAL ADVANTAGE 3**
 - Strategy Challenges Executives Face: Three Examples 3
 - Logical Argument Underpins Strategic Success 7
 - Strategy Arguments in Action: The Executive Examples Reconsidered 12
 - Leading by Arguing Logically 19
 - Activities for Arguing Logically 21
 - Our Approach 26
 - How to Read This Book 28
 - Key Takeaways 29

PART II THREE ACTIVITIES FOR MAKING GREAT STRATEGY

- 2 MAPPING STRATEGY 33**
 - The Benefits of Mapping Strategy 33
 - The Practice of Mapping Strategy 42

CONTENTS

Closing Thoughts 60

Key Takeaways 61

3 LOGIC FOR STRATEGY 63

The Benefits of Formalizing Arguments 63

The Practice of Formalizing Arguments 72

Closing Thoughts 90

Key Takeaways 92

4 ARGUING IN ORGANIZATIONS 94

The Benefits of Constructive Arguments 94

The Practice of Arguing Constructively 105

Closing Thoughts 118

Key Takeaways 120

PART III

APPLYING STRATEGY ARGUMENTS

5 ARGUING ABOUT AN UNCERTAIN FUTURE 125

The Benefits of Arguing About an Uncertain Future 125

The Practice of Arguing About an Uncertain Future 132

Closing Thoughts 142

Key Takeaways 145

6 FORMULATING STRATEGY 147

The Benefits of Logic in Strategy Formulation 147

The Practice of Logic in Strategy Formulation 158

Closing Thoughts 173

Key Takeaways 176

7 COMMUNICATING STRATEGY 178

The Benefits of Effectively Communicating Strategy 178

The Practice of Effectively Communicating Strategy 187

Closing Thoughts 199

Key Takeaways 200

**PART IV
ARGUING DEEPER**

8 ELABORATING THE STRATEGY 203

The Benefits of Elaborating the Strategy Argument 203

The Practice of Elaborating the Strategy Argument 205

Closing Thoughts 220

Key Takeaways 223

9 PERCEIVED QUALITY STRATEGIES 224

The Benefits of Strategy Arguments for Perceived Quality Strategies 224

The Practice of Strategy Arguments for Perceived Quality Strategies 228

Closing Thoughts 247

Key Takeaways 250

**PART V
CONCLUSION**

10 THE PILLAR OF STRATEGY 253

Vision and Discovery 253

Reasoned Analysis 255

Logical Argument as the Pillar of Great Strategic Leadership 263

Key Takeaways 266

PART VI APPENDICES

APPENDIX A: TERMINOLOGY 269

APPENDIX B: DISSECTING STRATEGY: A PRIMER 273

Notes 289

References 303

Index 311