



Making Strategy: Mapping Out Strategic Success

Fran Ackermann, Colin Eden

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'Demystifies strategy making while at the same time deepening our understanding of what the process entails. Their work is a marvellous guide for those striving to make sense of complexity' -

Karl E. Weick, Rensis Likert Distinguished University Professor of Organizational Behavior and Psychology, University of Michigan

'This book is at the very cutting edge of strategic management theory and yet also of immense practical use. It is truly a rare and stunning achievement' -

John M Bryson, McKnight Presidential Professor of Planning and Public Affairs, Hubert H. Humphrey Institute of Public Affairs, University of Minnesota

'Using this book enabled me to facilitate a multicultural team of seven managers so that they very quickly got to grips with the challenges and opportunities facing the organization and developed a realistic workable strategy, whilst at the same time building a real sense of team cohesion and the feeling that individuals had been listened to' -

Alison Devine, Director, British Council, Taipei

This lucid and highly-accessible text addresses the challenges of how to build a robust and implementable strategy. Strategy making is seen as something relevant to managers of departments, divisions, SME's, as well as the top management teams of public and for-profit organizations.

Four key routes to creating a strategy are discussed. These routes, when taken together, provide a powerful means for agreeing a negotiated strategy, and comprise: strategic issue management, agreeing organizational purpose, competitiveness from the exploitation and protection of distinctiveness, and the strategic management of stakeholders. The designs have been used extensively, in a wide range of countries, by management teams in all types of organisations.

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