INDEX

The Thinking Strategist: Unleashing the Power of Strategic Management to Identify, Explore and Solve Problems

Ability, 9-10, 19, 21, 25, 29, 32, 41, 69, 111, 164, 192, 194, 203 Accountability, 34-36, 188-189 Accounting function, 75 Acquisition, 117 Activity ratios, 195 Adaptive reasoning, 9 Adaptors, 120 Adventurers, 119-120 Advertising, 201 Agency, 82 Agglomerate collectives, 107 Agreement, 125 on desired outcomes for key result area. 128 ideal option, 126-127 key result areas, 127 on methods, 127-128 problem solving, 126 on quantitative performance expectations, 128 on risk management and contingencies, 129 satisfaction ranges, 128 Alternatives, 31, 55, 107, 113, 153, 163, 182,200 Altier change model, 47-49 Ambiguity, 45, 202 Amplers, 120 Analysis business, 74-75 competitive financial, 76, 188-189 comprehensive driving force, 85-86 decision, 129-131 environment, 80-81 external driving force, 82-83

financial, 90-91 functional analysis, 179 potential problem avoidance, 147-149, 152-157, 209-210 stakeholder, 84-85 strategy, 73-74 SWOT, 85-88 Analyzer strategy, 111 Analyzers, 106 Anchors, 119 Anti-bullying program, 49 Appendix, 131-133, 174, 181-182 Assessment, 11, 28 tools, 30-31 Asset turnover ratio, 196 Assets, 189 Assumptions, 7-8, 45, 50, 67, 69, 125 Astley and Fombrun model, 107 Attention, 11 Average stakeholders, 19 Bad costs, 114 Bad industry costs, 114 Balance sheet, 190 Bankruptcy, 115-116 Bargaining power buyers, 82-84, 86, 215 complementor firms, 82-84, 86 other stakeholders, 24-26 suppliers, 82-84, 86, 116, 215 Benchmark based on strategic groups, 65 Best costs, 114 Blasting, 34 Board cuts, 115 Board of Directors, 19-21 Bottom-up approach, 17

Brainstorming, 96, 123-125 Branding, 201 Broad strategies, 65 Budgets, 164 objective testing, 171-172 Business, 5, 15 acumen, 37 building links with business schools, 121 - 122functional areas of business analysis, 74-75 with minority business enterprises, 118 - 120mission, 42-43 partners, 24 power, 18 process, 37 process mapping, 203 process modeling, 203 strategy, 105, 110 C-Suite, 21 Campaign, 49 Capabilities, 52, 73, 117, 119 Career advancement, 61, 65 Case analysis defined. 10 executive summary, 64 external analysis, 80, 82-83, 85, 130 financial analysis, 76, 90-91, 188, 190 financial ratios, 191-192 implementation plan, 143–157, 173, 2.08 internal analysis, 85 oral presentation of, 200, 202 recommendations, 50, 77, 109, 110, 177 research, 63-64 sources, 182-183 strategic alternatives, 107, 113, 153, 163, 182, 200 strategic issues, 121, 125-126 tables, 180-181 visuals, 130, 174, 180-181 written report, 176, 177 Cash/cash equivalent, 189 Caveats about financial ratios, 191-192 Centralized decision making, 17 Change future, 48 past, 48

planned, 48 unplanned, 49 Charts, 180-181 Collaborative decision making process, 124 Collective strategy, 118 Commitment, 17, 45, 152, 173-174, 177, 183 Common size statements, 189 Communication functions, 201 Company, 15 Comparisons levels, 77, 207 to others, 10-11, 65, 83 Competencies, 7, 11–12, 17, 72 core, 73 distinctive, 7, 73 Competition, 5 crafting strategy for, 54-55 Competitive advantage, 13, 55–56, 72, 76, 87-88, 101-111, 114, 144, 205 Competitive disadvantage, 55–56, 87 Competitive financial analysis, 76, 188-189 Competitive Forces (Porter's Model), 82 Competitive strategy, 105, 106, 108, 110, 119 Competitive strength, 54 Complementary products, 82 Complementors, 82 Completed internal facing current reality tree, 98 Components, 143 Comprehensive driving forces analysis, 85,86 Conceptual understanding, 8 Confederate collectives, 107 Confidence, 26 Confidentiality, 68-69 Conflict, 24, 30, 34 Conflict Cloud, 100 Conglomerate merger, 117 Conjugate collectives, 107 Consortium, 118 Constraints, 49, 56 Construction industry, 89 Contingencies, 149 agreement on, 129 planning, 156, 210 Contracts, 88, 89, 118, 120 Contributions, 12-14

Control, 56-57, 187-197 Cooperation, 25, 26 Corporate governance, 20 Corporate strategy, 105, 110 Correction, 57, 146, 180, 188 Corrective actions, 28, 57, 185, 188 cutting cost, 113, 115 leadership, 108, 109 relative costs, 113 Crafting strategy, 101, 111 for competition and sustainability, 54-55 Creativity, 11, 101 Credibility, 64, 182 Critical questioning, 45–46 Critical reading, 45-46 Critical success factors, 9-10 Critical thinking, 45-46 Critical understanding, 46 Critical voicing, 46 Cultures, 35 Current, financial terms, 189 Current ratio, 194-195 Current reality trees (CRTs), 93, 132, 135 completed internal facing current reality tree, 98 external facing current reality tree components, 97 internal facing current reality tree, 97 Customers, 24 customer-facing functions, 199 service, 201

Debriefing, 48 Debt-to-assets ratio, 196 Debt-to-equity ratio, 196-197 Debts/liabilities, 189 Decentralized decision making, 17 Decision analysis, 129-131 decision-making authority, 17 matrix, 208 modes, 131-132 Decision-making, 15-17, 31, 67, 201 dissent in, 33-34 requirements for, 14 Defenders, 106 Demographic segment, 81 Depreciation, 189 Deviation, 161, 168, 185, 187-188 Differentiation, 108

Difficulty, 147 Directive, 45 Displays, 180-181 Disruptive strategy, 47, 110, 130 Dissent strategies in decision making, 33-34 Diversification, 116-117 Divestiture, 113 Dividends, 189 Documenting, 141, 203 Documents, 61, 63-65, 96, 190, 203 Driving forces analysis template, 215 Earnings before interest and taxes (EBIT), 193 Earnings per share, 193–194 Economic segment, 81 Economic system, 56 Edmondson and Edmondson five questions reflective model, 46 Edmondson and Munchus model of dissent strategies, 35 Effective strategy-making process, 18 Emergent strategy, 109-110 Emotional intelligence and assessment tools, 30-31 developing, 31-32 Emotions, 31 Employee Assistance Program (EAP), 32 Employees, 22 Empowered problem solvers and contributors, 22-24 Entrepreneurship, 3, 6, 16 Environment, 80-81 Ethics, 29 Evaluation, 56–57, 187–197 Exchanging information, 176 Executive Order 109255, 118 Executive Order 11458, 118-119 Executive Order 11625, 119 Executive summaries, 21 Expectations, 9-10, 128-129 Expenses, 189 Experience, 10, 21, 24, 63, 88, 89, 121-124, 127, 132, 161, 204 Expert status, 10-12 External analysis External analysis, 80, 82-83, 85, 130 External driving forces analysis, 82-83 External environment evaluation analytical tools, 80

comprehensive driving force analysis, 85-86 distribution network, 79 environmental factors, 89-91 external driving force analysis, 82-83 forces driving industry competition and attractiveness, 83-84 six segment general environment analysis, 80-81 Skye Construction, 88–89 stakeholder analysis, 84-85 SWOT analysis, 85-88 External facing CRT, 98-99 External facing current reality tree components, 97 External stakeholders, 18 Face-to-face meetings, 174–176 Facilitator, 22, 94, 123-124 Fact check, 64–65 Facts, 55, 64 Failure, 57, 67, 73, 145, 147, 163 Fear of failure, 124 Feedback, 30, 32–33, 35, 143, 162, 183, 188,204Final decision, 5-6, 17, 133, 136, 138, 143.179 Finance function, 75 Financial analysis, 76 for Syke Construction, 90-91 Financial objectives, 103 Financial performance objectives, 52-54 Financial ratios activity ratios, 195 asset turnover ratio, 196 caveats about, 191-192 current ratio, 194-195 debt-to-assets ratio, 196 debt-to-equity ratio, 196-197 earnings per share, 193-194 EBIT, 193 gross profit margin, 192 interest coverage ratio, 197 inventory turnover, 195-196 key financial ratios for analyzing company's strengths and weaknesses, 192 long-term debt to equity ratio, 197 net profit margin, 193 operating profit margin, 193 quick ratio, 195

ROA, 194 ROE. 194 Financial statements, 190-191 Financial terms, common, 189–190 Financiers, 24 Firm(s), 15, 18 firm's intellectual capital, 121 growth, 116-117 industry-society relationship, 79-91 relative strength template, 207 Fixed asset, 189 Fixed costs, 113 Flat management structure for small entrepreneurial venture, 6, 16 Flexibility, 109-110, 138 Focus, 25, 50-51, 63, 103, 163, 178 Forces driving industry competition and attractiveness, 83-84 Forces model, 82 Forecasting, 127 Formal meetings, 175-176 Functional analysis, 74, 174, 179, Functional areas of business analysis, 74-75 Functional strategy, 105, 110

Gaining alignment on current problem situation brainstorming sessions, 96 CRTs, 93-94 external facing CRT, 98-99 findings from Skye Construction, 96 follow-up meeting, 97-98 UDEs, 94–95 Gaining commitment, 173 citations and sources, 182-183 face-to-face meetings, 174-176 meeting content presentation, 176 relationship between organizational structure and performance, 183 stakes, 173 storytelling, 176-178 supporting functional analysis, 179 use of appendix and summary handout, 181-182 use of examples, 178 visuals tables, charts, graphs, displays, and pictures, 180-181 web conferencing, 174 Gantt charts, 163

Gathering information with shared goal benchmark based on strategic groups, 65 fact checking, 64-65 handling stakeholder need for confidentiality, 68-69 pay attention to numbers, 65-66 primary research, 63-64 search with shared goal in mind, 64 thinking, 66-68 willingness to accept findings, 69-70 General environment, 80-81 General Systems Theory, 71 Givens, 48-49, 164 Global, 81 factors, 79 segment, 81 Goal, 7, 11, 15-16, 25, 41, 50-51, 53, 64 setting, 7 Goldratt's Theory of constraints (TOC), 48 Good costs, 114 Good strategy, criteria for achieve goals meet objectives, 50-51 change and innovation, 47-49 constraints, 56 crafting strategy for competition and sustainability, 54-55 evaluation and control, 56-57 financial and strategic performance objectives, 52-54 introducing change, 49-50 leveraging competitive advantage and disadvantage for edge, 55-56 reactions to change, 50 resources, 56 Governance, 20 Government, 18, 42, 63-64, 80, 82, 117, 119-120 Graphs, 180–181 Gross profit margin, 192 Group thinking, 67 GROW Model, 7 Growth, 108 strategy, 5 Guidelines, 50 Hierarchical management structure

with multiple strategic business, 16 with strategic business, 6 Hindsight, 127

Historical data, 127-128 Honest analysis, 56 Honest feedback, 30 Horizontal merger, 117 Hostile takeover, 117 Human resource(s), 75 development, 31 professionals, 160 Identity, 29-30, 68, 101, 201 Image, 177, 181 Immediate goal, 51, 53 Implementation, 175, 187 Implementation plan, 173 or subplan components and responsibility list template, 208 Implementation planning, 143–146 avoiding potential problems, 147-149 legend for, 149-150 risk management and sticking to plan, 146-147 Skye construction, 150–157 strategic management process, 144 Implementing, 55, 79, 103, 148, 165, 173, 183, 187–188 Importance, 15, 47-48, 107, 126, 129, 185 Income income/profit, 189 statement, 190 Individual Contribution Worksheet, 161-162, 211 Industry, 41-42 Informal meetings, 175 Information gathering, 68 systems function, 75 Initiatives, 49, 115 Innovation, 47 Inside directors, 20 Integrity, 57 Intelligence, 63, 69, 125, 177, 204 Interdependencies, 54 Interest coverage ratio, 197 Interlocking directors, 20 Intermediate decision, 5-6, 22 Internal analysis, 72, 94 Internal communications, 199, 201 Internal environment analysis competitive financial analysis, 76 functional areas of business analysis, 74-75

identifying firm strengths and weaknesses, 76–77 present strategy analysis, 73–74 relationship between organizational structure and performance, 72 strategy–structure relationship theory, 71–72 Internal facing current reality tree, 97–99 Internal stakeholders, 18, 22, 24, 57 Intuition, 9, 63, 123 Inventory turnover, 195–196

Joint decision making, 17 Joint venture, 118 Journal, 7–8 Judgment accountability, 34–36 collective persons making decisions, 29–30 developing better judgment, 33 developing emotional intelligence, 31–32 dissent in decision making, 33–34 emotional intelligence and assessment tools, 30–31

KISS approach, 202 Knowledge, 11, 41, 145, 159, 177, 204 Knowledge-based contributions quality, 14 Leadership, 21 cost, 108 forensic, 178 training, 33 Leading, 41, 74, 98 Leading in Energy and Environmental Design (LEED), 89, 91 Learning organizational, 57, 65, 141, 152, 187 project-based learning, 122 from repeated practice, 10 Legal, 79, 80, 81 Less-powerful stakeholders, 19 Leverage ratios measure, 196 Leveraging competitive advantage and disadvantage for edge, 55-56 Licensing arrangement, 118 Liquidation, 113 Liquidity ratios measure, 194 Listening, 67

Long-term debt to equity ratio, 197 Loss, financial terms, 189 Malik relation-based, context-specific coaching model, 34, 36 Management function, 75 Managers, 21-22 Managing talent, time, and money findings from Skye Construction, 165 implementation plan, 159–160 setting realistic time expectations, 162-163 staying within budget, 164 talent assessment, 160–162 TCS, 169-171 testing budget objective, 171-172 testing plan objectives, 165 testing talent objective, 165-166 testing time objective, 167-169 Margin, 109, 190 Marketing function, 75 Media relations, 201 Meeting content presentation, 176 Merger, 117 Messaging, 199-200 Miles and Snow typology of competitive strategy, 105, 107, 111 Minority business enterprises (MBEs), 118 strategy types for, 120 Minority enterprises, 119 Minority-owned businesses (see Minority business enterprises (MBEs)) Mission statement, 44 Mixed costs, 113 Money, 81, 109, 145, 159, 164, 179 in strategic management process, 114 Multiple strategic business hierarchical management structure with, 16 units, 17 Myers-Briggs Type Indicator, 32 National Minority Supplier

Development Council, 119 Necessity clause, 95 Negotiating price, 160 Net profit margin, 193 Net profit/net earnings/bottom line, 190 Net worth, 190 Networking, 163 No immediate change/active waiting option, 111-112 No-Change strategy, 111 No-Cost strategy, 159, 164 Objective, 5, 22, 23, 50-51, 54, 57, 103 of corporate strategies, 108 eliminated, 133 financial, 103 linking implementation to, 143–157 objective-based strategies, 107-109 performance, 52, 103 SMART performance, 104 strategic, 103 weighting, 133 Objective testing budget, 171-172 plan, 165 talent, 165-166 time, 167-169 Observing, 7, 70, 100 Operating profit margin, 193 Operations function, 75 **Opportunities**, 7 industry factor, 79, 80 personal, 115 Oral or written communication, 200 Organic collectives, 107 Organization, 15 culture, 33 Organizational blasting, 34 Organizational chart, 71 Organizational communication, 34 Organizational dissent strategy, 33 Organizational ethics, 29 Organizational leaders, 34 Organizational learning, 57, 65, 141, 152, 187 Organizational rumbling, 34 Organizational silence, 34 Organizational structure, 15-17 Outcomes, 23 address stakeholder, 26, 173 agree on desired, 128, 143 Outsourcing, 75, 145 Overarching organizational goal, 51, 53 Owner's equity, 190 Owners, 24

Partnering, 118–120 Pay attention to numbers, 65–66

Perception, 25, 29, 54-55, 107, 131 Performance, 52, 56–57 objectives, 103 Personal ethics, 29 Personality, 32 Pictures, 180-181 Plan objective test budget template, 213 for talent template, 211 for time template, 212 Planning, 25, 74, 141 Policies, 49 Political/legal segment, 80, 81 Porter's five forces model, 82 Potential Problem Avoidance Analysis, 147-149, 152-157, 209 contingency planning for potential problem, 210 likely causes of potential problem, 209 Potential problems, avoiding, 147 - 149Power balance of, 25 business, 18 stakeholder, 17-19, 20 Powerful stakeholders, 19 Predicting, 127 Presence, 199 Present strategy analysis, 73-74 Presentations, 26 Presenting meeting content, 176 Preventive Actions, 146, 149, 155 Price, 108, 109 Pricing, 192 Primary source of information, 63 Primary stakeholders (see Internal stakeholders) Priorities, 126 Problem solvers, 111 Problem solving, 41, 203-204 Problems, 39 Procedures, 50 Production function, 75 Productive disposition, 9 Profit and loss statement (P&L statement), 190 Profit strategy, 189 Programs, 49 Project-based learning, 122 Prospectors strategy, 106

Public Company Accounting Reform and Investor Protection Act (2002) (see Sarbanes–Oxley Act (SOX)) Public relations, 201 Publicity, 201

Quality of knowledge-based contributions and skill-based contributions, 14 Quantitative performance expectations, agreement on, 128 Questioning, critical, 46 Quick ratio, 195

R&D function, 74-75 Ramifications, 164 Ranking factor approach, 126, 129 Rapport, 25 Reactors, 106 Reading, 3, 99 Realistic expectations of success, 9-10 Recommendations, 50 Recording deviations from planned results, 187-188 Reduction strategies, 112, 113 Reengineering, 113 Reflection, 9 Relationship building, 109 Reorientation, 108 Reporting, 99–100, 176, 188 Reports documents, 64-65 organizational structure, 22, 71, 201 Reputation corporate, 35 personal, 53 Research, 28, 123 objectives-based, 130 primary, 63 secondary, 63 Residual probability, 149 Resource based view approach, 108 Resources, 56 Restructuring, 113 Retrenchment strategy, 108 Return on assets (ROA), 194 Return on equity (ROE), 194 Revenue generating strategies, 192 Revenue strategy, 190 Rightsizing, 113 Risk accept, 147, 148 aversion, 120, 124

Risk management, 146-147 agreement on, 129 Rivalry, 82, 84 Root cause, 98 Rumbling, 34 Sarbanes–Oxley Act (SOX), 20 Satisfaction ranges, 128, 130-131, 133, 135 - 136Satisficers, 18-19 Scenario planning, 127 Secondary source of information, 63 Secondary stakeholders (see External stakeholders) Securities and Exchange Commission (SEC), 191 Selective cuts, 115 Self-assessment, 11 Self-Deployment Inventory, 32 Shareholder's equity, 190 Shareholders/stockholders, 190 Silence, 34 Single business structure, 17 unit, 6, 16 Six segment general environment analysis, 80-81 Skill(s), 7, 10, 11, 43, 65, 116, 117, 121, 178,204 fluency, 8 skill-based contributions quality, 14 skill-opportunity paradox, 9 Skye Construction, 88-89, 150 appendix of eliminated objectives, 133 decision matrix, 135–139 financial analysis for, 90-91 findings from, 132, 165 implementation plan components and responsibility list, 151 implementation plan objectives, 150 implementation plan subcomponents and responsibility list, 153 Potential Problem Avoidance Analysis, 152-157 potential problem avoidance analysis-accepted risk, 154 potential problem avoidance analysis-likely causes of potential problem, 155 potential problem avoidance analysis-contingency planning for potential problem, 156

satisfaction scale, 134 subplans, 152 weighting objectives, 133 Slogan, 43, 89 Small entrepreneurial venture, flat management structure for, 6, 16 Smart objectives-based progress report for college teams, 214 Social contract, 88-89 Social media, 201 Society, 80-81 Sociocultural segment, 81 Soul searching, 29 Specific, Measurable, Attainable, Relevant, Timely approach (SMART approach), 53, 57, 103, 104 Stabilization, 108 Stake, 17, 173 Stakeholder, 24-26, 41, 82, 200 analysis, 84-85 group, 23 handling stakeholder need for confidentiality, 68-69 and stakeholder power, 17-19, 20 Standards, 29 State-run Minority Supplier Development Councils, 119 Statement of cash flows, 190-191 Stockholder's equity, 190 Storytelling, 176–178 Strategic adjustments, 112-113 Strategic alliance, 118 Strategic approach, 101 Strategic business unit, 16 Strategic communications, 199 communication functions, 201 KISS message, 202 messaging, 199-200 process, 201-202 process mapping and modeling, 203 strategic management process, 204-205 thinking strategist, 204 time communication, 203 Strategic cost alignment, 112-113 bad costs, good costs, and best costs, 114 bankruptcy, 115-116 money in strategic management process, 114 selective cuts vs. board cuts, 115 Strategic groups, benchmark based on, 65 Strategic incentive, 109, 119

Strategic management process, 13, 27, 40, 42, 44, 101, 103, 109, 185, 187, 199, 204-205 Strategic objectives, 103 Strategic performance objectives, 52-54 Strategic thinking, 45, 147 to analyzing situation, 44-46 Strategic vision, 43-44 Strategizing, 101 Strategy, 5, 49 accountability, 188-189 achieving expert status, 10-11 additional tools, 197 building links with business schools, 121 - 122business with minority business enterprises, 118-120 caveats, 121, 191-192 collective strategy, 118 common financial terms, 189–190 content, 73 context, 73 contribution, 12-14 decision-making, 11-12 decisions, 5-6 evaluation and control, 187 expert in, 8 financial statements, 190-191 firm growth/diversification, 116–117 hierarchical management structure with strategic business, 6 key financial ratios for analyzing company's strengths and weaknesses, 192-197 learning from repeated practice, 10 no immediate change/active waiting option, 111-112 for overcoming constraints, 111-112 partnering, 118-120 process, 73 professional growth, 7-8 realistic expectations of success, 9-10 recording deviations from planned results, 187-188 requirements for making good decisions, 14 strategic adjustments, 112-113 strategic cost alignment, 113–116 synergistic development, 116 Strategy-based Six Segment Analysis of General Environment, 81

Strategy-making process, 15, 26–28 Board of Directors, 19-21 empowered problem solvers and contributors, 22-24 managers, 21-22 organizational structure and decision making, 15-17 other stakeholders, 24-26 stakeholders and stakeholder power, 17 - 19, 20top management, 21 Strategy-structure relationship theory, 71-72 competitive financial analysis, 76 functional areas of business analysis, 74-75 identifying firm strengths and weaknesses, 76-77 present strategy analysis, 73-74 relationship between organizational structure and performance, 72 Strengths, 72, 76-77, 86-87 firm internal factor, 86 personal, 31 StrengthsFinder, 32 Structured collaborative decisionmaking process, 123 Subplan(s), 152, 168-169 components and responsibility list template, 208 Subsidy, 113-114 Substitute products or services, 82 Success, 28 Sufficiency clause, 95 Support, 6, 11, 72, 76, 89, 174, 179 Supporting functional analysis, 179 Sustainability, crafting strategy for, 54-55 Sustainable competitive advantage, 13, 27, 40, 55, 144, 205 SWOT analysis, 85–88 Synergistic development, 116 Table rows, columns, and cells, 180 Tactics, 143 Talent, 159 assessing, 160-162 objective testing, 165-166, 211 Team Contribution Worksheet, 161, 210 Teams, 30, 54–55, 122

Technological segment, 81 Technology function, 75 Testing plan objectives, 160, 165 Theory linking strategy to performance objectives flexibility and emergent strategy, 109-110 levels of strategy, 105, 106, 110 objective-based strategies, 107-109 relationship between organizational structure and performance, 104 SMART performance objectives, 103-104 strategy typologies, 105-107 Theory of constraints (TOC), 48, 93 approach, 48 questions leading to problem resolution, 48 Thinking, 66-68 process, 203 strategists, 11, 23, 204 Threats, 80 in industry, 80 of substitute products and services, 82 Time Commitment Schedule (TCS), 163, 169-171 Timing, 8, 57, 159, 160-161 communication, 203 management, 159 objective testing, 167 plan objective test for time, 167, 212 setting realistic time expectations, 162 - 163subplan, 168-169 Top management, 21 Top-down approach, 17 Transparency, 64 Trust, 25, 34-35, 37, 64, 67, 121 Truth, 178 Turnaround strategist, 90 Turnaround strategy, 108 Uncertainty, 45, 202 Understanding, 8, 12, 19, 42, 63, 73, 95, 100, 113, 147, 200, 204 Undesirable effects (UDEs), 94-95 analyzing undesirable effects template, 207

from brainstorming session, 96

Unmatched strength of resource, 108

Unsolved problems, 39, 41 business mission, 42–43 industry, 41–42 strategic management process, 40 strategic thinking to analyzing situation, 44–46 strategic vision, 43–44 Urgency, 34, 67, 126

Value chain, 118 Values, 29, 30, 32, 36, 130, 180 Variable costs, 113 Vault, 61 Vertical merger, 117 Vision, 15, 17, 23–24, 103, 105 organizational, 15–17 personal, 29 statement, 44 Visuals tables, 180–181 Voice, 112, 121 Vulnerable consumers, 26 Vulnerable stakeholders, 19 Weaknesses, 72, 76-77, 86-87 firm internal factor, 86 personal, 31 Web conferencing, 174 Willingness to accept findings, 69–70 to act on thoughts, 47-49 Win-win-win situation, 26 Work ethic, 29 Worksheet for driving forces analysis template, 215 for smart objectives-based progress report, 214 Worth, 109