

Table of contents

Volume 26 Number 1 2005

2 1 070, 2548

Departments

Access this journal online	2
Editor's note	3
Alternative strategies	
A few heads-ups	4
Patrick Marren	
<i>Predicting the future is impossible, but anticipating a wide range of plausible eventualities, some of which will come to pass, is part of scenario planning.</i>	
Corporate governance	
Follow the leader	8
Catherine M. Dalton and Dan R. Dalton	
<i>Installation of a lead independent director enables the CEO to maintain his or her positional status while offering shareholders some degree of assurance that an effective system of checks and balances is in place.</i>	
The growth agenda	
Run out of steam? Here's how to create a growth action plan	10
Richard Wise	
<i>The traditional growth moves have largely run out of steam, yet creating sustainable new growth will be an increasingly vital source of shareholder value. Companies unwilling to face the hard task of growth risk an unpleasant fate in the coming decade . . .</i>	
Books to consider	
Wanted: more books on global branding strategy	51
Foo Check-Teck	
Strategic decision making: can it be learned from a book?	53
Paul Favaro	
Consilio Manuque	55
Michael Mainelli and Ian Harris	
<i>This is the seventh chapter, "The Greeks had a word for it (strategy)", in our serialization of Clean Business Cuisine, a tale of ancient China with possible analogies to twenty-first century business.</i>	

Feature articles

Enter the "chief growth officer": searching for organic growth	13
David Meer	
<i>To foster organic growth, some companies have created a chief growth officer position, recognizing the need for a cross-functional approach. But organizational barriers to growth are more pervasive and deeply rooted than most corporate leaders realize. They include incentive systems that undermine growth objectives, difficulty placing bets with uncertain payouts that inevitably lag costs, and organizational structures that unwittingly create blind spots for growth. The ability to identify and reduce these barriers separates growth leaders from their peers.</i>	
Inside the new organization: a blueprint for surviving restructuring, downsizing, acquisitions and outsourcing	18
Donald J. Minnick and R. Duane Ireland	
<i>It is quite possible to increase the probability of being an organizational survivor rather than one looking for a new job, although specific technical skills are not the answer to becoming indispensable. Rather it is interpersonally-based skills focusing on two complementary core values – personal initiative and the capacity for collaboration – that the authors found in their research to be essential for organizational survival, along with four additional skill sets.</i>	
With all this intelligence, why don't we have better strategies?	26
Mark Chussil	
<i>No one gets up in the morning intending to make bad strategy decisions, and yet companies make bad decisions despite having the most capable, motivated, experienced, well-equipped strategists in history. Solutions point to the need for preventing the insidious effects of overconfidence to fixing what's missing in the spreadsheets that are most companies' analytic back-bone to creating processes and attitudes where creativity – and good strategy decisions – can flourish.</i>	
Poetry in the boardroom: thinking beyond the facts	34
A roundtable discussion among Ted Buswick, Clare Morgan and Kirsten Lange	
<i>Executives can refine their thinking abilities to take them beyond the ordinary limits of cause-and-effect approaches. This refinement will encourage the application of those radical judgments that can help differentiate one organization from another. By opening the kind of thinking spaces that may often be underused by the business strategist, exploring and discussing poetry offer a unique addition to the debate about harnessing and enhancing intellectual capital.</i>	
Cross-border alliances: advice from the executive suite	41
Pieter Klaas Jagersma	
<i>Many cross-border alliances do not realize their full potential because the preparation, planning and implementation process fails to clearly define what success means. Companies should use structured approaches because cross-border alliances are a means to an end, i.e. they need to be viewed as a sequence of actions in the context of an overall business strategy – not as one-off transactions. Time and patience are required to design a cross-border alliance, structure the deal, and manage the implementation process.</i>	