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Numerous preventable catastrophes occur all the time, and each has its Cassandras, reminding those who might have prevented them of actions that they might have taken that would have saved the day. More interesting is the curious immunity granted to strategists who fail to "think the unthinkable."

Corporate governance On the decision to reprice stock options: almost never Dan R. Dalton and Catherine M. Dalton

With a large percentage of the pay of many CEOs of US publicly traded companies now consisting of stock options, the question arises, what happens if the price of the shares decreases? Sometimes, boards take the controversial step of repricing the options. Examines whether this move helps to retain CEOs and improve corporate performance.

The growth agenda Unlocking profitability in the complex company

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Jamie Bonomo and Andy Pasternak The zeal to drive revenue growth can introduce a costly and unmanageable level of complexity, which obscures pieces of the business and drags down overall profitability. For example, sales, marketing, and design staff often are driven to introduce new products, acquire new customers, and enter new markets. Managers add products, brands, channels, and customers one at a time without regard to the cumulative impact on the business as a whole.

Consilio Manuque Michael Mainelli and Ian Harris

This is the ninth chapter, "Saving faith", in our serialization of Clean Business Cuisine, a tale of ancient China with possible analogies with twenty-first century business.

Feature articles

Strategy maps: a step-by-step guide to measuring, managing and communicating the plan

Cam Scholey

Strategy mapping is a way to describe the organization's strategy through a series of cause-and-effect linkages that usually result in improved strategy execution and organizational performance. The current literature on this topic, while growing, does not provide a step-by-step methodology for conducting a strategy mapping exercise. This paper addresses the gap and demonstrates the exercise with a strategy map specifically designed for a trucking company.

Rethinking strategic marketing: achieving breakthrough results Dale Fodness

Strategic thinking offers marketers the opportunity to move beyond rote application of traditional strategic frameworks and to identify and achieve breakthrough marketing strategies. The author illustrates the raw materials of strategic thinking with case studies and examples from a range of industries. He presents four categories of principles and techniques to facilitate the process: thinking strategies; strategic decision making; strategic competencies; and visualizing strategy.

Are you at the top of your game? Checklist for effective leaders Stephen Xavier

When executives encounter problems with their style in the workplace, often the issue is one of emotional intelligence. The author, who regularly helps executives improve how they deal with others, suggests several ways to resolve what can often be career-damaging behaviour: learn to be highly flexible and adaptable to ever-changing circumstances; look in unusual places (both internally and externally) for solutions to problems; and lead differently to be both more inclusive and make faster decisions

The intelligent clean room: ensuring value capture in mergers and acquisitions

Ravi Chanmugam, Walt Shill, David Mann, Kristen Ficery and Bill Pursche

The costs of a merger done badly can be enormous. A 1 percent loss in return on investment can lead to hundreds of millions of dollars in lost shareholder value. The authors describe a number of successful mergers as characterized by superior execution of an explicit value-capture strategy, a "lifecycle approach" that relies on four key principles.

A new tool for strategy analysis: the opportunity model Donald Morris

An opportunity is a favorable solution to a problem, not the problem itself. This paper presents a model for understanding when a circumstance constitutes a real opportunity, as distinct from a threat, by defining the elements of an opportunity compared to those of a catalyst.

Creative errors and heroic failures: capturing their innovative potential Bernd Kriegesmann, Thomas Kley and Markus G. Schwering

Fear of making mistakes blocks and frustrates the efforts of many functional specialists and managers. A case study indicates the way out of this dilemma. An initiative revolving around the concept of the "creative error of the month" can promote an awareness of the need for change, initiative and a willingness to take risks.

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