Innovating Strategy Process

Edited by

1

Steven W. Floyd, Johan Roos, Claus D. Jacobs, and Franz W. Kellermanns



Contents

List of Contributors		viii
	oduction en W. Floyd, Johan Roos, Claus D. Jacobs, and Franz W. Kellermanns	xii
Part I The Genesis of Innovative Strategy Making		1
1	Entrepreneurial Orientation as a Source of Innovative Strategy <i>Gregory Dess, G.T. Lumpkin</i>	3
2	Entrepreneurship, Organizational Learning, and Capability Building: A Governance Perspective <i>Eric Gedajlovic, Shaker A. Zahra</i>	10
3	Homesteading on the Endless Frontier: Mapping Science to Cultivate Innovation <i>Peter J. Lane</i>	17
4	The Pre-history of Strategy Processes Patrick Regnér	23
5	Strategy Formation Effects on Managerial Action J. Ignacio Canales, Joaquim Vilà	33
6	Strategy Creation as Serious Play Claus Jacobs, Matt Statler	47
7	Strategy as Art: Using a Creative Action-Based Model for Strategy Formulation <i>Frances Fabian, dt ogilvie</i>	56

Part	II Contexts for Innovation and Strategy Making	73
8	Critical Issues in Learning Processes Marjorie A. Lyles, Charles Dhanaraj, H. Kevin Steensma	75
9	Rethinking the Strategy Process: A Co-evolutionary Approach Henk W. Volberda	81
10	Distributed Agency and Interactive Emergence Raghu Garud, Peter Karnøe	88
11	Making Strategy in the Multi-business Firm Sotirios Paroutis, Andrew Pettigrew	97
12	Explaining the Process of Internationalization by Building Bridges among Existing Models Alvaro Cuervo-Cazurra, Miguel Ramos	111
13	Informal Controls at Work: Affecting Behavior Amidst Uncertainty James M. Pappas, Karen E. Flaherty	123
14	The Role of the Social Context for Strategy Making: Examining the Impact of Embeddedness on the Performance of Strategic Initiatives <i>Karolin Marx, Christoph Lechner</i>	135
15	Strategic Consensus and Constructive Confrontation: Unifying Forces in the Resource Accumulation Process Franz W. Kellermanns, Steven W. Floyd	149
Part	III Innovative Models of Strategy Process	163
16	What Really is Strategic Process? Mark Kriger	165
17	Micro Strategy and Strategizing: Implications for Strategy Process Research Gerry Johnson, Leif Melin, Richard Whittington	176

18	Strategic Renewal and the Entrepreneurial Mind: The Importance of Cognition and Learning <i>Andrew C. Corbett</i>	186
19	Emotional Attachment and Conflict in Strategic Decision Making in New Ventures <i>Otto Koppius, Fedde Germans, Rogier Vos</i>	199
20	The Search Process and Dimensions of Long-Term Growth Gaurab Bhardwaj, John C. Camillus, David A. Hounshell	213
Par	t IV Integrating Theory and Practice	227
21	Strengthening our Practices as an Academic Field of Inquiry <i>Anne Sigismund Huff</i>	229
22	On the Moral Necessity of Strategy Making Bart Victor	235
23	Reflections on the Field of Strategy Taieb Hafsi, Howard Thomas	239
24	Regaining Relevance Lost Bala Chakravarthy	247
25	I Matter: Remaining the First Person in Strategy Research Johan Roos	252
Ind	Index	