



# Thinking Strategically in Turbulent Times: An Inside View of Strategy Making: An Inside View of Strategy Making

*Alan M. Glassman, Deonne Zell, Shari Duron*

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## **Thinking Strategically in Turbulent Times: An Inside View of Strategy Making: An Inside View of Strategy Making** Alan M. Glassman, Deonne Zell, Shari Duron

An emergent approach to organizational strategy making assumptions that few organizations actually realize the goal of deliberative, top-down strategic planning, and that effective strategy making occurs on a continual basis and is a shared activity of the entire organization. This innovative book provides the first in-depth look at how real organizations are formulating and implementing strategic change under this new paradigm. The authors have dug deep into three large and varied organizations (Hewlett-Packard, the California State University system, and the County of Los Angeles) and identified each one's efforts to develop a new strategic planning process better-suited to match the current pace of change and environmental unpredictability. The book is filled with vignettes, quotes, and real-world examples that illustrate the trend toward faster, more adaptive strategic planning processes. It is relevant for a wide range of business, governmental, and non-profit settings, and should be required reading in any course on strategic planning.

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