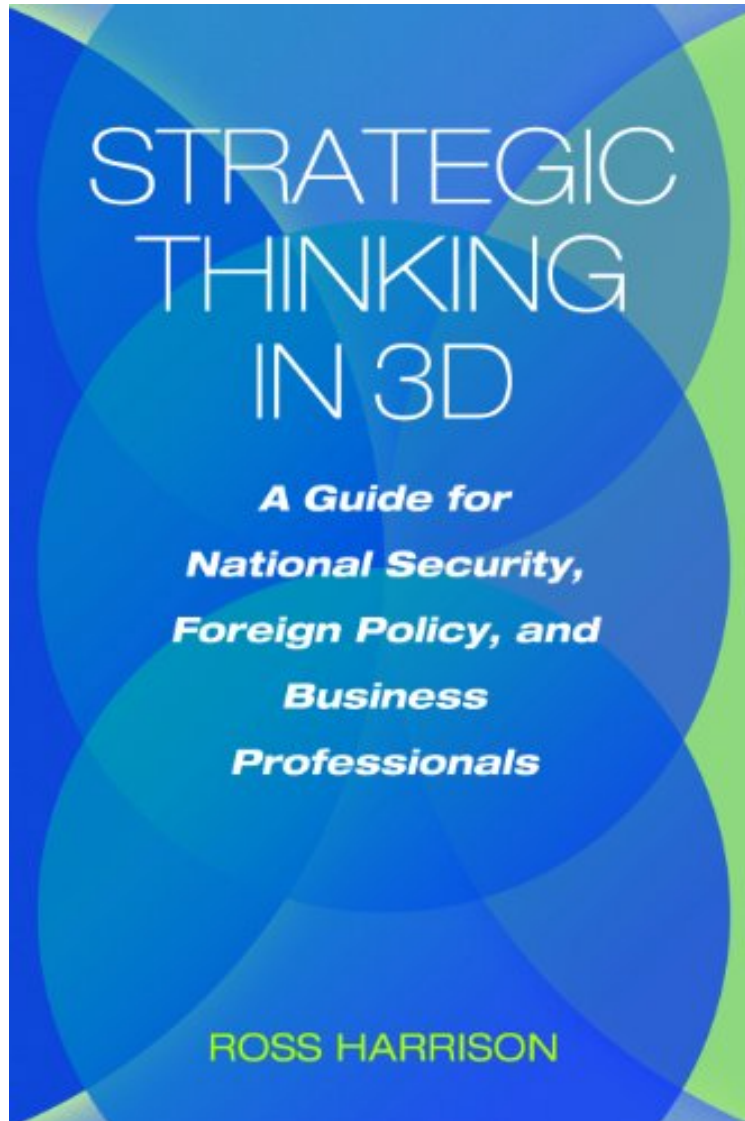


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Strategic Thinking in 3D

Ross Harrison

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Ross Harrison : Strategic Thinking in 3D before purchasing it in order to gage whether or not it would be worth my time, and all praised Strategic Thinking in 3D:

2 of 2 people found the following review helpful. Insightful readBy Anthony TodaroStrategic Thinking in 3D" provides useful ways for government and business officials to think about what strategy means for their organizations. It is particularly useful to the practitioner who needs to think about strategy in an organized and rigorous way. As Ross Harrison lays out early in the book, the word strategy is used loosely, some would say recklessly, by practitioners and laypersons alike. It is oftentimes used to convey something as simple as a good idea or as routine as a plan of action. "Strategic Thinking in 3D" adds rigor to the concept of strategy by arguing that strategy is much more; it is about

creating leverage and getting people (and situations) to do what they otherwise wouldn't be inclined to do. Harrison also helps advance the thinking of the strategist by making a distinction between resources and capabilities. He skillfully argues that the strategist needs to not lose sight of capabilities, while also remaining cognizant of the resource constraints of his or her organization. But one of the most interesting parts of the book deals with how organizations need to think about their external environments. He argues that in today's complex world, strategists need to be thinking multi-dimensionally about the threats and opportunities that their organizations face. His breakdown of those environments into systems, opponents and groups is a convenient and powerful mechanism for thinking about strategy. The only real drawback of the book is that the foreign policy examples are drawn almost exclusively from the Middle East. While the author obviously understands this region, the book would have been more universally useful had it drawn from a broader set of cases. But since the cases are used to just reinforce the general concepts, this is not a major failing. Overall the book is insightful and useful for the practitioner of strategy.

2 of 2 people found the following review helpful. An analysis of strategic thinking
By Stan SAs a retired CEO of a large NFP, I found Prof. Harrison's treatment of the very complex subject of strategic planning instructive and enlightening. He has detailed the steps in a logical and understandable manner. His knowledge of international politics and business are used skillfully to illustrate strategic successes and failures. He makes important distinctions between overriding goals, strategic goals, tactics, and the subsidiary steps with discrete markers by which to measure accomplishment toward the overriding goal. His analysis of different ways to compete were not only instructive, but he shows in his analysis of our embroilment in the Middle East how and why it was orchestrated. Everyone involved in making corporate decisions beyond next month should read this book, along with everyone interested in understanding our dilemmas in foreign policy.

2 of 2 people found the following review helpful. Highly versatile and original
By Julia Sloan Highly recommended. In addition to being an insightful and well-written book, Harrison's book is also very versatile -- appropriate for business, policy, and military leaders. He presents a unique view point of strategic thinking that argues for the inclusion of three dimensions: systems, opponents, and groups. Explanations of each dimension are supported throughout the text with relevant examples drawn from corporate and military arenas. Harrison's book makes a much-needed contribution to a crowded field. Excellent.

Effective strategic thinking requires a clear understanding of one's external environment. Each organization has a unique environment, but as Ross Harrison explains in *Strategic Thinking in 3D*, any environment, whether in the fields of national security, foreign policy, or business, has three dimensions: systems, opponents, and groups.

"I strongly recommend this book to all strategists; it will certainly get you thinking about strategic thinking."
—Michael R. Matheny, *Strategos*