

A close-up photograph of a hand in a dark suit sleeve moving a black chess piece (a king) on a chessboard. The hand is positioned in the upper right, and the piece is being lifted from its square. The chessboard is in the foreground, with several other pieces visible, including white and black kings, queens, and pawns. The background is dark and out of focus.

Developing Strategic Capability

Week 2

Recap – Last Week

Introductions

Aims and Objectives

Assignment

Started to Introduce
Strategy

Strategy..

Strategy is the *direction* and *scope* of an organisation over the *long term* which achieves *advantage* for the organisation through its configuration of *resources* within a *changing environment* to meet the *needs of markets* and to fulfill *stakeholder expectations*.

- **(Johnson & Scholes, 2018)**

Any Questions so
far...?



This week..

Looking at The Ten Schools of Thought by Henry Mintzeberg



This will afford us an understanding of strategy by looking at it from different perspectives throughout the business

Activity – 1 Hour to complete



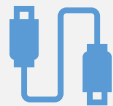
Each student will be given a school of thought to research and explain to the rest of the class



A minimum of 2 Powerpoint slides are required for each 'School'



You must include - an explanation of what the school of thought is, the positive aspects and also the negative aspects



You must email to PP to me at L.knight@uwtsd.ac.uk and the subject must be the school you are presenting

Break Time



The Design School

- The plan must be clear and simple, observing internal capabilities and external potentials.
- The plan must be fully formulated prior to application
- Often led by the CEO
- **May lack flexibility due to the structure and focus on strengths and weaknesses*

The Planning School

- Quite similar to the Design school – the plan is rigorous, and the entire strategy is designed from start to finish
- The plan is considered more imperative when management would like to implement new decisions
- **Hard to predict the future of the industry, therefore planning so rigorously in advance may not always present an advantage. For example Covid -19 – huge changes to industry overnight*

The Positioning School

- Strategy content is the focus
- Consumers must be aware of the product, should be positioned visibly and within consumers forethoughts.
- Considers competition already present in the respective marketplace
- **Industries and business environments frequently change, this school does not consider these factors, new entrants etc*

The Entrepreneurial School

- A visionary process – often at the hand of the CEO
- They will have a complete vision for the direction of the company
- Directives issued by the leader
- **One Question – How can you guarantee a mature, knowledgeable, capable leader? For Example, Elon Musk, Trump*

The Cognitive School

- Focuses on the behaviours of the consumer, in addition to the staff and suppliers.
- Is then able to organise effective communication via understanding
- Example of cognitive studies – Johari's window
- About understanding people
- **Focuses on surveys and market research and not market movement – new entrants etc*

The Learning School

- Focus on past strategies that were successful
- Successful for others, not just themselves
- Learn by experience
- Decentralised circulation of knowledge within the business
- **Is it always a good idea to move forward looking backwards? What about possible fresh initiatives for a stable and thriving business?*

The Power School

- People in power make the decisions – not necessarily managers, CEO's, can also include suppliers, unions, workers.
- Driven by power and politics to create strategy
- Increased power can mean less resistance to the strategy
- Political process – form alliances and negotiations
- **When the 'powerful people' fail to acknowledge or listen to feedback*

The Cultural School

- Believes in the power of human capital
- Strategy is led by company values and perspectives
- Decision making involves staff and as many departments as possible
- Emphasising social values
- **Politics in business is valuable, however within a cultural school people can become resistant to change - Harder to manage*

The Environmental School

- About the industry and organisation environment – gives most importance to these factors
- Utilises situational analysis
- SWOT and PESTEL
- **The environment in business constantly changes, therefore difficult to keep changing strategy to meet variations*

The Configuration School

- Often the most popular school of thought for strategy
- Combination of aspects from the 9 other schools
- Considers many facts and information from varying perspectives and sources
- Maintaining stability through turbulence
- **Deliberate and emerging strategies can sometimes prove conflicting*

Recap...

Researched and presented
Mintzebergs 10 Schools of
thought – looking at
Strategy from differing
perspectives

Any questions?