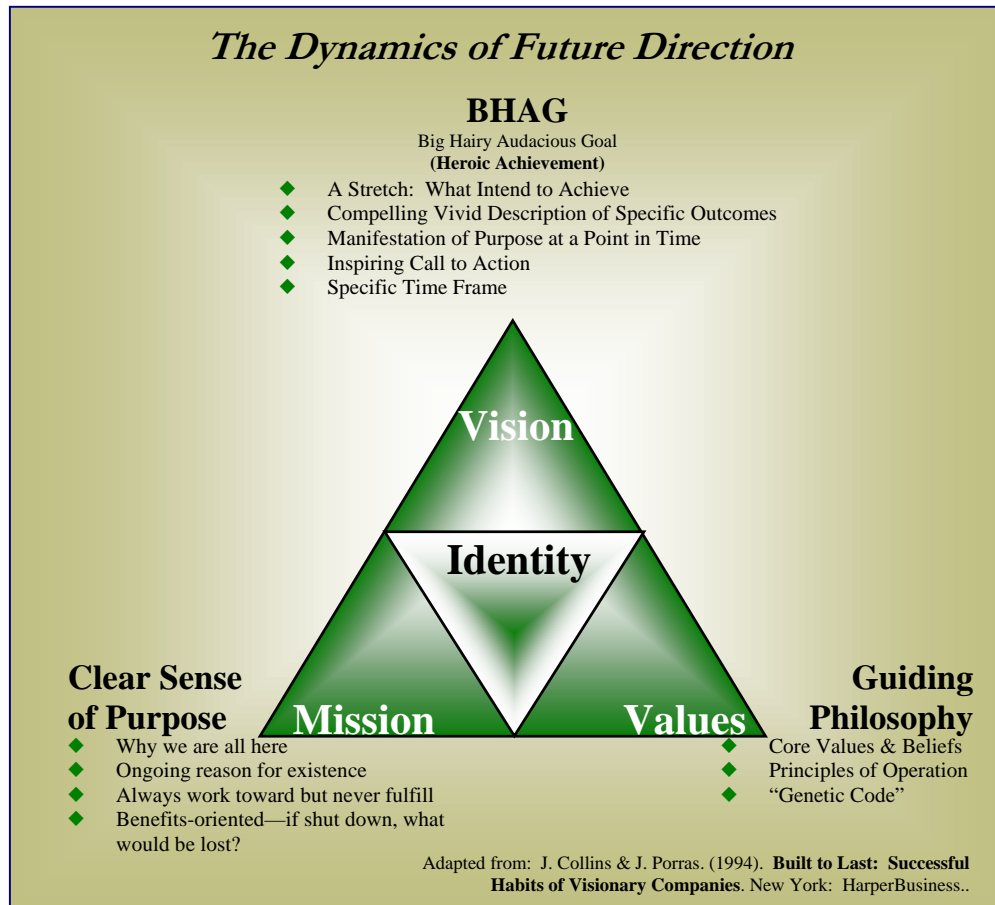


## Quick Reference: Strategy Live (1)



### What is a Strategic Principle?

A pithy, memorable and actionable phrase. It distills an organization’s corporate strategy into its unique essence and is easily understood and applied.

Source: O. Gadiesh & J. Gilbert. (May 2001). “Transforming Corner Office Strategy Into Frontline Action.” **Harvard Business Review**: 74.

### The Hunt for Good Strategy

Strategy formation is judgmental designing, intuitive visioning, and emergent learning: it is about transformation as well as perpetuation.

Source: H. Mintzberg et al. (1998). **Strategy Safari: A Guided Tour Through the Wilds of Strategic Management**. New York: The Free Press, pp. 372-373.

Vision without systems thinking ends up painting lovely pictures of the future with no deep understanding of the forces that must be mastered to move from here to there.

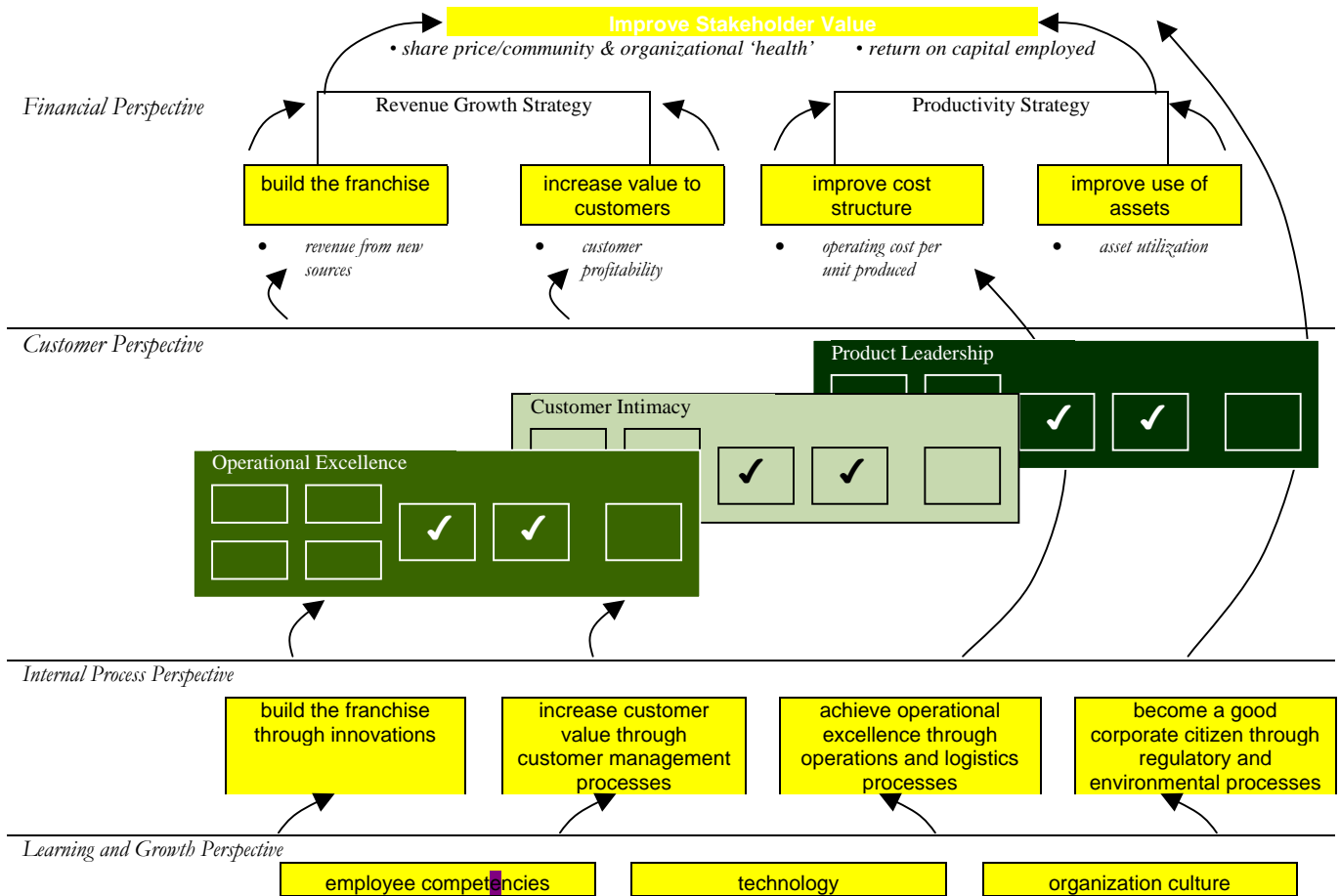
Peter Senge. (1990). **The Fifth Discipline: The Art and Practice of the Learning Organization**. New York, Doubleday, p. 12.

Passionate people move mountains where missionaries only preach. Passion is not born of vague hopes.

Source: Charles Handy. (2002). **The Elephant and the Flea: Reflections of a Reluctant Capitalist**. Boston: Harvard Business School Press, p. 158.

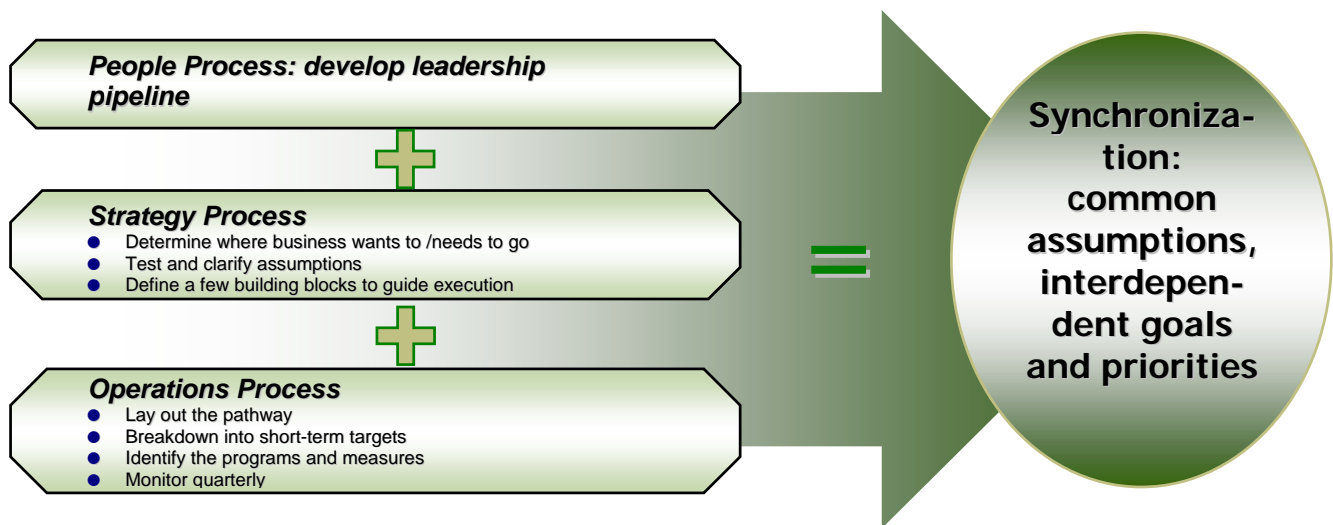
# Quick Reference: Strategy Live (2)

## *The Balanced Scorecard: Mapping Strategy*



Source: Adapted from R. Kaplan & D. Norton. (September-October 2000). "Having trouble with your strategy? Then map it." *Harvard Business Review*: 168.

## *The Three Core Processes of Execution*



Source: Bossidy, L. (2002). *Execution: The Discipline of Getting Things Done*.

