

Playing Seriously with Strategy

Johan Roos, Bart Victor and Matt Statler

This article details two cycles of interventions and reflection in various executive development contexts led by the authors as facilitator/consultants. Their hunch that changing the constraints of strategy processes would also change the content generated was tested by changing the typical mode of work to that of 'serious play' and modifying the usual medium from verbal, computer and two-dimensional text and graphic by the introduction of 3-D media (LEGO bricks). The authors examine the potential for using serious play in the particular organizational challenge of making strategy, and highlight the capacity of 'action research' to contribute simultaneously to both academic understanding and practical value.

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Introduction

This paper addresses the relationship between strategy content and strategy process in general, and the relationship between process constraints and content outcomes in particular. By 'process' we mean the sequence of events and activities through which 'conversations' about strategy in firms unfold over the time. By 'constraints' we mean the implicit and explicit restrictions on, and frames around, such conversations. Our basic hunch, firmly grounded in our experience in teaching and coaching managers on strategy-making, researching strategic management processes, and engaging in the practice of strategy-making ourselves, is that *if the constraints of strategy processes are changed, the content generated will also change*. The purpose of this article is to explore and further develop this hunch.

Because our field is still in the early stages of investigating the intricate relationship between strategy process and strategy content,¹ our research in this area is necessarily *exploratory*. Strategy making processes is an elusive object of study. Still, it has certainly been linked both to the conditioning variables that surround it (such as inertia and dominant logic)² and to the stage of development.³ However, questions concerning how these linkages are related, and (perhaps more importantly) which specific process choices might prove most influential on strategy content, are still being posed in our field.

Since we began our research in this area, several studies have come to publication which provide initial empirical support for what appears to be an increasingly shared 'hunch' in the field. We place our study therefore within this growing literature on the connection between strategy process and strategy content: *We are interested in what is actually done, and not done, in people's context-rich*

Playing Seriously With Strategy

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



Playing Seriously With Strategy:

Crafting Strategy Loizos Heracleous, Claus D. Jacobs, 2011-06-02 This book presents a theoretically informed approach to creative strategizing based on building metaphorical structures that represent organizations Cambridge Handbook of Strategy as Practice Damon Golsorkhi, Linda Rouleau, David Seidl, Eero Vaara, 2010-08-26 The Cambridge Handbook of Strategy as Practice provides a comprehensive overview of an emerging and growing stream of research in strategic management An international team of scholars has been assembled to produce a systematic introduction to the various epistemological methodological and theoretical aspects of the strategy as practice approach This perspective explores and explains the contribution that strategizing makes to daily operations at all levels of an organization Moving away from a disembodied and asocial study of firm assets technologies and practices the strategy as practice approach breaks down many of the traditional paradigmatic boundaries in strategy to investigate who the strategists are what strategists do how they do it and what the consequences or outcomes of their actions are Including a number of detailed empirical studies the handbook will be an essential guide for future research in this vibrant field *The Seven Inconvenient Truths of Business Strategy* Paul Hunter, 2016-03-03 The most damning charge frequently levelled at strategic planning is that of irrelevance Paul Hunter's *The Seven Inconvenient Truths of Business Strategy* is an antidote to conventional methods of strategic management that are renowned for being sporadic biased poorly articulated and rarely implemented with total success Drawing on a framework that encapsulates a collection of definitive principles the author offers a structure to strategy as a system and in a format that is representative of a literal reinvention of strategic planning overall an indicator and explanation of the strategic tools that you already know but in a more comprehensive format Paul also provides insights into the collaborative techniques for carrying out the process successfully formation evaluation alignment and implementation Other topics covered include governance communication leadership learning teamwork transformation and the treatment of strategic risk at the level of a profession An extended case study based on the story of Cadbury the chocolate maker is woven through the chapters to provide a vibrant illustration of the value and application of the various techniques and processes described Organisations of all kinds have never needed strategic planning quite as much as they need it today in an environment of increasing complexity uncertainty and continual change *The Seven Inconvenient Truths of Business Strategy* will help you ensure that your strategic process is always effective visible professional relevant and timely **Innovating Strategy Processes** Steven W. Floyd, Johan Roos, Claus D. Jacobs, Franz W. Kellermanns, 2009-02-09 *Innovating Strategy Process* presents a series of reflective essays by established and emerging scholars on the subject of innovation considering it both as an outcome of strategy and as a process in itself Contains new ideas and rich case descriptions that will trigger creative thinking about how to design a more innovative strategy process Offers new conceptual frameworks for analyzing and designing strategy process Addresses cutting edge topics such as play as the means and art as the impetus for strategy making the role of emotion in

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