

APPROACH TO THE STRATEGY DEVELOPMENT PROCESS

EXPLANATION

The Design School

Strategy formation as a conception process

Emerges in the 1960s and is about how senior management informally develops the strategy based on their intellectual ability and judgement.

The Planning School

Strategy formation as a formal process

Stems from the design school, but views strategy development as something that needs to be more formally planned.

The Positioning School

Strategy formation as an analytical process

Further development of the two above, but with less focus on the strategy development process and more focus on the content and analyses leading up to it.

The Entrepreneurial School

Strategy formation as a visionary process

The strategy is developed by a manager/management with an idea/vision and without necessarily being grounded in rational thinking and analysis.

The Cognitive School

Strategy formation as a mental process

The strategy is developed based on thought and knowledge, which means that the result depends on how the people involved think.

The Learning School

Strategy formation as an emergent (new and evolving) process

The strategy develops in small steps as the organization evolves and learns. This strategy development process is related to the decision-making model, *muddling through*, which we reviewed in the previous chapter.

The Power School

Strategy formation as a bargaining process

Different groups within or outside the organization negotiate the strategy.