

## Recommended Literature

IEA developed this list of recommended literature to assist faculty and staff in thinking big, learning from experts and exploring strategic planning techniques.

**Collins, J. C. (James Charles), 1958. (2001). Good to great: Why some companies make the leap and others don't (1st ed.). HarperBusiness.**

Jim Collins presents factors which separate an average organization from an exceptional organization. Some of the factors discussed in the book are singular leadership, disciplined culture, and the right choice of technology. Collins also presents 6 essential steps great companies follow.

**Collins, J. C. (2005). Good to great and the social sectors: Why business thinking is not the answer: a monograph to accompany Good to great: Why some companies make the leap and others don't. HarperCollins.**

Collins discovers that great social enterprises like great businesses possess "relentless culture of discipline." Great social sector organizations offer superior performance, are resilient and have distinctive impact that other institutions struggle to provide.

**Collins, J., & Hansen, M. T. (2011). Great by choice: Uncertainty, chaos, and luck: Why some thrive despite them all (1st ed.). HarperCollins Publishers.**

When the future is unpredictable, consider all disastrous scenarios. One of the strategies the writers recommend is to rely on three core behaviors instead of being risk-takers: sticking to values and goals and making decisions based on observation and experimentation. Collins presents tools and strategies that successful companies use to weather adversity and hectic times.

**Collins, J. C., & Porras, J. I. (1997). Built to last: Successful habits of visionary companies. New York: HarperBusiness.**

Collins and Porras present concepts behind visionary companies which endure for generations and remain prosperous for decades. The book provides practical advice for developing a company that lasts.

**Harris, J.D., Lenox, M. J. (2013). The Strategist's Toolkit (7<sup>th</sup> ed.). Darden Business Publishing.** Harris and Lenox provide an overview of the process of strategic analysis and a collection of 13 analytical tools. The application of each tool is described in an easy-to-follow manner.

**Kaplan, R. S., & Norton, D. P. (David P.). (1996). The balanced scorecard: Translating strategy into action. Harvard Business School Press.**

Kaplan and Norton describe a new management system based on the balanced scorecard (BSC). In order to gain sustainable advantages and succeed, organizations need new intangible capabilities. BSC uses four perspectives to gain these capabilities - financial measures, customer knowledge, internal business processes, and learning and growth.

**Marquet, L. D. (2013). Turn the ship around!: A true story of turning followers into leaders. New York: Portfolio.**

Marquet tells the story of how a captain successfully transformed the U.S. Navy's worst-performing submarine to the best. He turned the demoralized crew into motivated fighting force using a "leader-leader" model instead of a "leader-follower" model.

**Moore, G. A. (2011). Escape velocity: Free your company's future from the pull of the past. Harper Collins Publishers.**

Moore presents a strategy for future growth utilizing different levels of power: category power, company power, market power, offer power, and execution power.

**Rumelt, R. P. (2011). Good strategy, bad strategy: The difference and why it matters (1st ed.). Crown Business.**

Rumelt lays out the key components of good strategy and describes what bad strategy is. Good strategy utilizes organization's strengths against its rivals' weaknesses. Bad strategy consists of vague statements and directionless goals based on weak strengths and challenges analysis. The book describes measurable techniques to develop a good strategy.

**Willink, J., & Babin, L. (2015). Extreme ownership: How U.S. navy SEALs lead and win (First ed.). St. Martin's Press.**

Willink and Babin share leadership lessons learnt during their service in Iraq. Some of the lessons are that effective leaders take ownership; that humility is a critical character trait which helps to admit own mistakes; that leader's team are part of the strategic mission.

**Zander, R. S., & Zander, B. (2000). The art of possibility. Boston, Mass: Harvard Business School Press.**

The Zanders share twelve practices for bringing creativity into personal and professional lives. They show how leaders can overcome limiting assumptions by shifting their perspectives.

Other resources which provide tips and techniques for successful strategic planning:

**How competitive forces shape strategy by Michael E. Porter**

Porter details each of the five competitive forces which organizations utilize to succeed in their industry. The five forces explored are threat of entry, internal competition, powerful suppliers and buyers, and threat of substitution.

**It's time to toss SWOT analysis into the ashbin of strategy history by Roger Martin**

Martin writes about different perspectives on SWOT analysis. There are several approaches organizations can use when performing SWOT analysis: some are beneficial and insightful and others generate a lot of pages, but little result.

**Patterns in strategy formation by Henry Mintzberg**

Mintzberg presents the results of his research on the patterns in the process of strategy formation in organizations. He describes three main “modes” of strategy formation and reports the results of formation in two organizations.

**Design-led strategy: How to bring design thinking into the art of strategic management by Eric Knight, Jarryd Daymond, and Sotirios Paroutis**

The article describes how design thinking can be incorporated in the day-to-day strategic planning. It identifies four practices to strategize with design-thinking content: reviewing, simulating, conversing, and collaborating.

**6 Steps to make your strategic plan really strategic by Graham Kenny**

Kenny presents a 6-step systematic procedure to make a strategic plan strategic. The first steps in the process involve identifying key stakeholders, target customer and what they want from organization. All six steps constitute a system-design approach to strategic planning.

**Improving diversity through strategic planning: a 10-year (2002-2012) experience at the Medical University of South Carolina by Deborah Deas, Etta Pisano, Arch Mainous, Natalie G. Johnson, Myra Haney Singleton, Leonie Gordon, Wanda Taylor, Debra Hazen-Martin, Willette, S. Burnham, J. G. Reves**

A case study of The Medical University of South Carolina describes how the leadership infused diversity among the university community by developing a diversity road map, programs, and strategies for achieving goals.

**A practical guide to strategic planning in higher education by Karen E. Hinton**

Hinton provides an overview of strategic planning in higher education and advice on elements for successful process.

**The use of sustainable balanced scorecard as a tool for strategic planning and resource efficiency improvement: an empirical study in the Mustansiriya by Buthaina Rahid Al Kaabi and Bayan Jowmer**

The article demonstrates how a technique called sustainable balanced scorecards (BSC) for measuring profitability is used in higher education strategic planning. The faculty developed and utilized scorecards to improve the efficiency of used resources.

**Strategic planning in an educational development centre: motivation, management, and messiness by Simon P Albon, Isabeau Iqbal, Marion L. Pearson**

Albon, Iqbal and Pearson share experience of non-linear strategic planning process in an educational development center. Eight recommendations derived from the writers’ reflection on strategic planning can help improve the process of planning and avoid some mistakes.