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## **FAST STRATEGY- A DOMINANT ENABLER OF ORGANISATION'S ACCELERATED GROWTH TRAJECTORY**

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### **ABSTRACT**

*Most organizations start competitively and later turn out into mediocrity, losing the collective outstanding performance momentum after initial higher achievements. Insights. Clear and compelling vision, high efficiency and bold leaderships are few infallible strategic tenets always upheld by dynamic leaders. The sources of growth and high performance allow the companies to excel on their current growth trajectory, i.e. to do more of the same activity better and better over time. The longer time horizons extend the life of its core business, more difficult for managers to sustain the accelerated growth and it is where the 'fast strategy' and 'strategic agility' with due innovative project road maps comes handy for keeping the growth engine of any company keep going regardless. Fast strategy helps the organization's green shoots of new business ideas to occasionally push their way up through the compacted soil of management indifference and skepticism - rather very few companies are truly satisfied with their rapid success just at the launch of the business with innovative ideas. 'Fast strategy' is integral to innovative thinking, which is primarily nothing, but generation selection and implementation of new and proactive creative ideas culminating into profitable strategic options and throughput. 'Fast strategy' in short encompasses 'strategic sensitivity', 'resource fluidity' and 'collective commitments', which imparts adequate organizational flexibility by further applying the underlined tenets of strategic agility. 'Strategic agility' is not about the vitality of small new entrepreneurial firms challenging in tired incumbents, but about the capability to think and act differently, leading to new business innovative models." The companies, those out-manoeuvring all the three dimensions of 'strategic agility' (strategic sensitivity, resource fluidity, and collective commitments) excel their rivals. 'Strategic agility' is diagrammatically opposite to 'rigidity'. 'Evolvability' and co-creation of customer value system by imbedding intelligence into design of the products/services is the crux of viable management innovations technique. Integrating 'experiential learning' with 'evolvability' imparts the much needed impetus to the strategic agility as well as fast strategy. Management web 2.0 and innovation can be like a crow-bar-unfolding the complex management orthodoxy. In the end, the organizational success lies in creative initiatives which are consistent at all times and levels of the project, of company-wide campaign of breakthrough management innovation. Today, truly the management innovation and the management web 2.0 - emerging social and knowledge searching network, video-sharing sites, wikis, blogs etc - is the newest technology of the modern era. What does this web 2.0 have to do with modern management techniques, simple: the internet amplifies creativity and aggregates efforts through pervasive real time connectivity*

*(chat opine share and collaborate online). The web 2.0 combined with management innovation imparts a system aggregating and amplifying efforts for any organizational success, where the whole is more than the sum of parts. There are pitfalls of any successful organizations- they turn to become complacent gradually with passage of time. We have to be aware of this stark fact and be in creatively 'thinking mode'. Finally with fast and slow strategy one has to be aware of the losses of control for the organizational excellence. These are boundary system, diagnostic control, interactive control system and strategy perspectives. Herein, the three case studies- first Nokia's mobile telephone, IPCL and other IBM's world's largest IT company- have been discussed and suitably presented.*

**“Roads are linear, but linear thinking is useless in this world, as world functions in non-linear fashion.” ---- Rowan Gibson.**

## **INTRODUCTION**

**“Roads are linear, but linear thinking is useless in the world, as world functions in non-linear fashion.” – Rowan Gibson**

Most organizations start most competitively with a bold leadership and innovative breakthrough technology with an outstanding momentum but soon turn out into mediocrity after initial higher achievements incisiveness. The clear and compelling vision, high efficiency and bold leaderships are few infallible strategic tools, always upheld by most dynamic leaders. The resources of technical growth and high performance allow the firms to excel in their current growth trajectories to do more of the same activities better and better over a time. The longer time horizons extend the life of its core business, more difficult for managers to sustain the desired accelerated growth. And it is where the ‘fast strategy’ and ‘strategic agility’ comes handy for keeping the growth engine survives with its core competence.

‘Fast strategy’ helps the organization’s green shoots of a new business ideas to occasionally push their way up through the compacted soil of management indifference & skepticism rather very few companies are truly satisfied by their performance. ‘Fast Strategy’ is to be injected into the company’s vision and decision – options renaissance of the product developmental curve upwards. ‘Fast Strategy’ is integral to ‘innovative thinking’, which is primarily nothing but generation of proactive, creative ideas and their implementation into culmination for profitable strategic options and throughput. ‘Fast Strategy’, in short encompasses ‘strategic sensitivity’, resource fluidity’ and collective commitments’ which imparts adequate organizational flexibility, by applying the inherent tenets of ‘Strategic agility’. (Yves Doz & et.al, 2008)

**‘Strategic agility’** is not about the vitality of small new entrepreneurial firms, challenging tired incumbents, but about the capability to think and act differently leading to new business strategic options and innovative models.” ‘Strategic agility’ is diagonally opposite to ‘rigidity’ or ‘fixity’. Most organizations have inbuilt some degree of ‘adaptability’ or ‘flexibility’ or ‘agility’. Adaptability or agility is viable only when the pace of organizational change matches the pace of environmental change. When the environment changes either faster or slower than the organisation, agility is no longer sufficient. The bad news is that every organization will at some point face one or both of two types of mismatch between the two rates of change, and each can prove devastating. “Fast change” leaves an organization’s capabilities optimized for an environment that suddenly no longer exists whereas ‘slow change’

prompts an organization to adapt to incremental changes in the environment around it - and because of these incremental adaptations, , the company may more often than not, fails to see the need for a more fundamental transformation. Thus, it will be observed that responding to fast and slow changes in the most competitive environment; the company's characterized by 'multiple rate of changes'. This creates an impossible and difficult situation for an organization to cope with the different changing rates at the same time. As a result, only adaptability cannot resolve or mitigate the strategy paradox (Raynor, 2007) alone. Herein, comes 'strategic agility' with its three parametric approach as cited above.

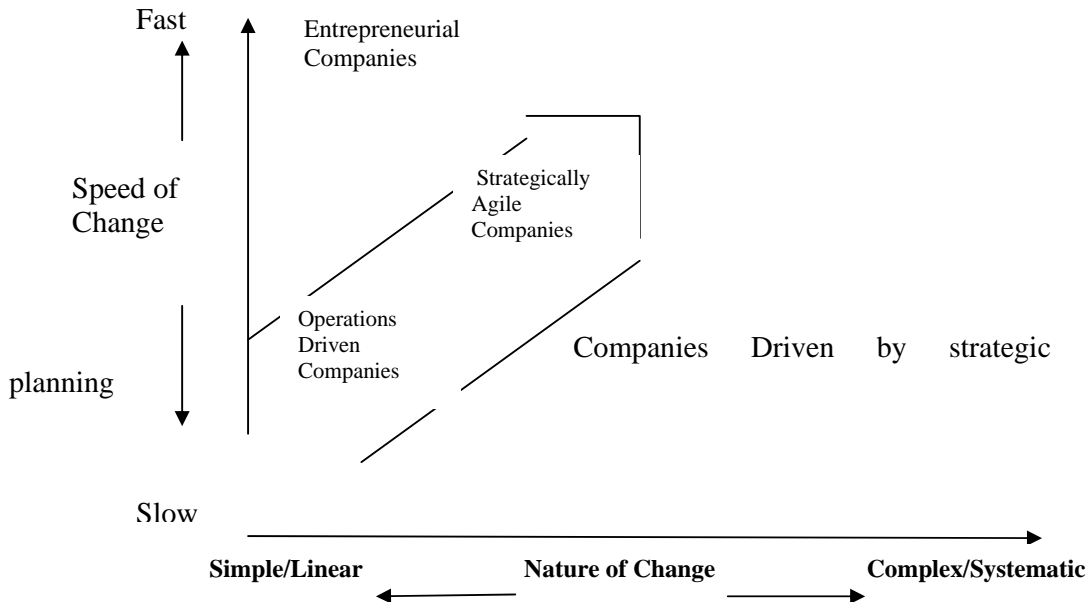
The companies, those out manoeuvring all three dimensions of 'strategic agility' (strategic sensitivity, resource fluidity and collective commitments) decidedly excel their rivals. Further, 'evolvability' and 'co-creation of value-system of a customer', by imbedding intelligence into the design of product/services. is the invaluable management tool(Prahlad,2004). Herein, integrating 'experiential learning' with 'evolvability' will impart much needed impetus to the dimensions of 'Strategic agility.'

Management Web 2.0 and innovation can be like a crow-bar leveraging and unfolding the complex management orthodoxy. Today, the strategic planning does not fit for longer, due to unpredictable and fast environment of business. The events like aerospace, defence, healthcare, retailing, pharmaceuticals, services, energy etc. of various industries are engulfed by fast complex strategic changes forces the dire essential need for 'Strategic agility'. 'Strategic agility' can be defined as "the ability to continuously adjust and adapt strategic direction in core business, as a function of strategic ambitions and changing circumstances, and create not just new product and services, but also new business models and innovate ways to create value for a company."

The fast strategy explores mainly high-tech companies, and decidedly the 'strategic agility' goes beyond the ICT (Information and Communication Technology) industry because the same phenomenon that is taking place in the ICT industry is taking place, elsewhere also. In the changing scenario, the 'speed of change' and 'nature of change' both are varying, which is complex and less predictable situation and that's where we need 'Strategic agility' more. The innovative management and Web 2.0 which is nothing but primarily an emerging social and knowledge searching network, video-sharing sites, wikis, blogs, modern derivative networks etc) are newest form of infallible technological tools of the business today. The Web 2.0, combined with management innovation, imparts an upshot to an organizational system by aggregating and amplifying the efforts for all out success, where the whole is amazingly more than the sum of the parts (Hamel, 2007).Fast strategy does not just look at the political and organizational aspects of building teams but also explores how leaders use emotions to energise teams – collective commitments of the organizations are upheld first and foremost. In this regard for achieving organizational excellence, the much needed four levers of controls – boundary system, diagnostic control, interactive control system and strategic perspectives are exercised (Simon, 1995). Thus, it can be observed that strategic agility decidedly helps keeping one ahead of the game with the requisite organizational boundary system.Herein, finally three case-studies of Nokia, IBM and Petrochemicals (IPCL) have been suitably discussed, amply bringing out the application of fast strategic techniques.

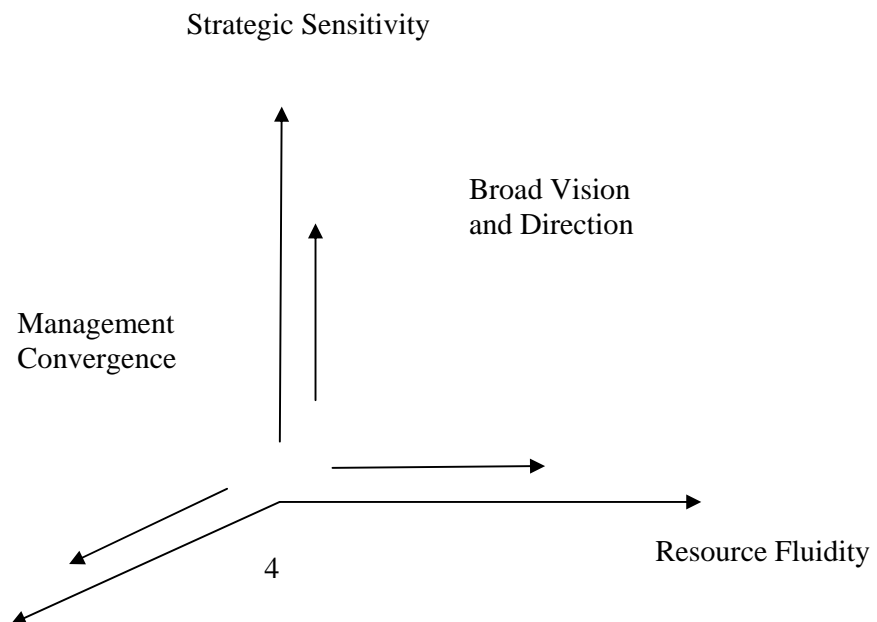
**Fast Strategy: staying Ahead of the Game.**

We speak and write many things on Strategy. But in the final analysis, there are no adaptable organizations. Only adaptable people - people change for what they care about. People resist change. But, as per Hamel (2007), he has a different opinion. He says people welcome change – looking for new experience and new challenges, and ‘Emerging Business Opportunities’ (EBO) is the elixir of business life, we have to keep applying.



**Figure 1: Where Strategic Agility Needed Most?**

Industries, which go through complex but slow changes, can rely on conventional planning. Since the business is not linear and cannot be extrapolated, the corporate entrepreneurship must accept and address fast changes- fast strategy. Fig.1 depicts, where strategic agility is needed most. Most of the entrepreneurship is the function of two variables: speed of change & nature of change- and more often than not, it is fast and complex changes required most. Fig. 2 describes the three components of fast strategy or ‘strategic agility’, which is the crux of each problem solving technique.



Collective  
Commitments

Business  
Excellence &  
Core Competence

**Agility- its Basic Components (Enablers)**

As we know winners have sharp insights, on strategic situations, and are ready to pounce like a leopard jumps and strikes its prey. Resource fluidity (manoeuvring where it is needed most) and the commitments, per-se-signify leadership. The above tennets hold good in most of the circumstances, but we must remember these are necessary but not sufficient enabler to fast strategy like Johnson & Johnson (J&J) – dealing with healthcare, medical equipments is the example of successful broad range of devices, right from contact lenses to stents, and a whole range of consumables. Innovation and management Web2.0 are the integral part of the ‘Strategic agility’. Diversity is the creativity and making ‘differentiation’ in the strategy, Samsung, a South Korean company, is a good example of design diversity – sending - their designers for further learning to Frankfurt, Florence, Athens, Beijing etc. Samsung in 2004 got more industrial awards in ‘design excellence’ than any American or Europeans firm ever got it. We have to remember the ever green management dictum: “Learn before you earn”. Also, Best Buy practices many innovations. Finally, the emerging definition of Strategic agility runs as under: “The ability to continuously adjust and adapt strategic direction in core business, as functions of strategic ambitions, and changing circumstances, and create not just new products and services, but also new business models, and innovate ways to create value for a company.” In this present paper the case studies have been discussed analytically under the dominant and infallible tools of ‘Strategic agility.’

**The Future of the Management and Web 2.0**

If all the stock of management armoury and its arsenals have been exhausted, then ‘management innovation’ and ‘Internet- enabled Web2.0’ come to rescue. As per Hamel (2007) “management innovation” is anything that substantially modifies customary organizational forms, and, by so doing, advances organizational goals.” Simply, the innovative managers manoeuvre the projects in a way that enhances organizational performance. Web 2.0 as per Bradley.L.Jones(2008), is simply connectivity, architectures of participation, social net-working, wikis,folksonomics, which is above social structure, ‘all channel’ ‘end – to-end networks where everyone is potentially connected to everyone by horizontal as well as vertical processes. In fact, the goal of the management is to firstly amplify and then aggregate the human effort – to get more out of individuals, than one might expect normally and then compound those efforts to achieve collectively. In fact the goal of management innovation is this third dimension of amplifying and aggregating effort, shown on X, Y and Z axis of the Fig.3. The Web2.0 amplifies creativity and aggregates effort through internet real-time connectivity (aided by the new social technological networks, allowing people to chat, opine, share & collaborate on-line). The Web is also a tool for aggregating creative efforts, having a real economic value, where the whole is more than the sum of the parts (as shown, in the Fig.3). The Web 2.0 provides a third option and dimension of real- time, distributed leadership and networks – it is simply revolving creativity in an amazing third dimension. Management 2.0 is much beyond Web 2.0 – it is the creative re-invention of technology management and beyond!

**Organisational Dynamics – Levers of Control**

Finally, it is organizational excellence that matters for any product or services; quality as well as world class & state of the art throughput. And, organization, put forward simply and taken a cross-section of it-unfolds into, firstly strategy, secondly, people and eventually Performance. Herein, the most important parameter is people – they have to be ignited, put into ‘thinking mode’ (Eli Gildratt, 1990) and trained for maximizing their productivity. Also, Kaplan & Norton (1996), have suggested Balanced Scorecard (BSC) for bringing out their maximum positive efforts by way of HPWS- high performance work system.

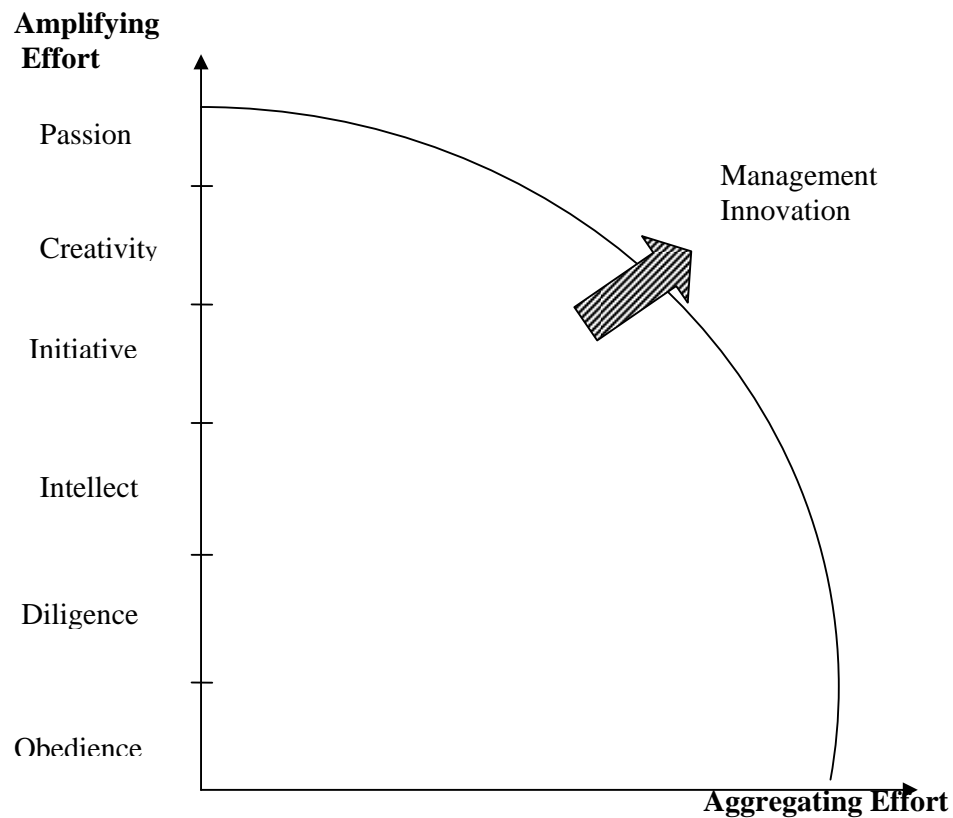


Figure 3: Dimensions of Managerial Effectiveness

The classic work of Robert Simon (1995) has proliferated various ‘levers of organizational control’ and also ‘Levers of organizational designs’ (2005). The various ‘levers of controls’ (Refer Fig.4), suggested are:

- **Lever#1.Belief System.** This communicates core values and provides inspiration and direction.
- **Lever#2. Boundary Systems** .This suggests the frame of the strategic domain and defines the limits of freedom.
- **Lever#3.Diagnostic control System.** This is more traditional and identifies the problem areas to be tackled.
- **Lever#4.Interactive Systems.** This provides flexibility in adapting to competitive environments & encourages organizational learning.

These four control systems, according to Simons(over 50 US businesses analyzed) provides basic levers for pursuing strategic objectives of an organization. In the

organizational design book, Simons emphasizes on the accountability of the managers for greater performance and commitment. In all this, crisis of leadership, autonomy, control and red tapism apart from various entrepreneurial, functional, and decentralized organizational structures have been discussed.

Finally, a holistic view of dynamics of controlling organizational strategy emerges, especially bringing critical performance values, intangible assets of human values and adaptability (Strategic agility) for the competitive environments and also under strategic uncertainties. In all this alignment of human thought process and its synergy has been stressed. Herein, the dominant parameter is that ‘Actions speak louder than words’, which is the main ‘discipline of execution’- major job of the business leader and it should (must) be a core element of an organization’s work-culture (Bossidy, et.al 2002, Pathak et.al.2006)

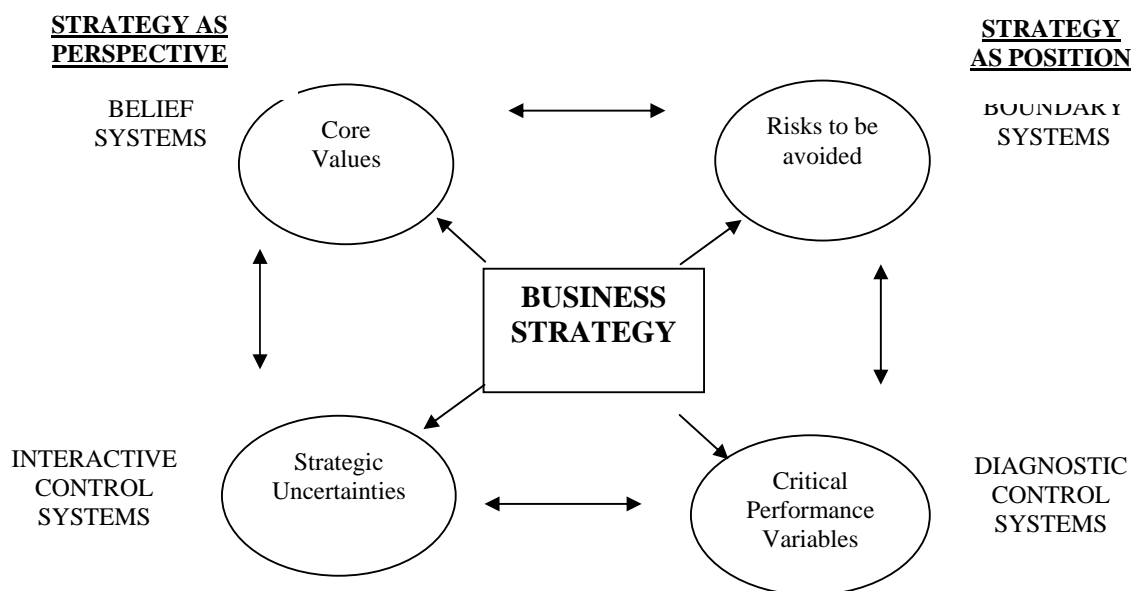


Fig 4: Holistic View of Dynamics of Controlling Organizational Strategy with four Levers of Control

(Source: Robert Simon (1995) HBS, Press-Levers of Control)

**Co-creation of Unique Values with Customers – Evolvability**

Human Capital is the foundation of value creation and unleashing the brain – power of the people is the most dominant factor in any organization(Thurow,2002), ‘Continuity Management’ and consistency of the upward performance cycle with converging positive attitude is the linchpin of any HR system. Co-creation of customer’s experiential learning, constantly as well as applying to the organizational strategic goal should be the primary aim of an individual (or a leader), Prahlad et.al. (2004). Pathak et.al (2006) has evolved a model based on ‘power of full engagement’ (Loehr et.al, 2003) and ‘Experiential learning for passionate organisations’, wherein, ignited workers put their energy solely and creatively for imparting an upshot for the organizational excellence.

A word about ‘evolvability’. “Evolvability is nothing but embedding intelligence into the design system of a product / service for coping with futuristic customer’s requirement, as well as visualizing any mid-course corrections.” Evolvability encompasses, smart materials , modular concepts / components smart design, latest technology, experiential learning as well as ‘management Web2.0’ and many more newest inputs(like design review, brain-storming etc. ). Co-creation of values, evolvability and experiential learning with passionate work-culture takes the organizations to dizzy heights and converts the firm into a ‘passionate organization’.

**CASE STUDY 1.NOKIA – Strategic Agility Manifestations**

Nokia mobile telephones are the fittest case for ‘strategic agility’ applications and its developmental strategy. Today, Nokia is the world’s number one manufacturer of mobile devices by market share and a dominant leader in convergence of Internet and communications industries. It has out- manoeuvred Motorola and Ericsson as NOKIA strategically changed its technology from ANALOG to DIGITAL mode and its very many derivative manifestations. Nokia enables people to experience, music, maps, media, messaging, games, picturing (photography) and many other functions.

Historical background of Nokia goes as its century – old conglomerates in forest products, cable, rubber products (rubber boot or so), chemicals, and consumer electronics. It has been mobile telephony since 1970sand GSM digital systems and handsets product started only during early 1990s. Basically, Finland in Europe has to be thanked for its “neutral” status that Nokia enjoyed a lucrative and protected position for long as a “gateway” in the technology and raw materials trade between the Soviet Union and the West. Ericson and Motorola are the two technology powerhouse rivals, right from very beginning – a comparison of them has been given in the Table 1.

Nokia’s executive team in the early 1990s was a bunch of young men & women with a lot of innovative potential, and their backs to the wall- at the same time Soviet Union has fallen. The true survival instinct prevailed in do-or-die mission to become first global company from Finland – it was time to take bold, collective & compelling decisions as well as applying ‘fast strategy’. As will be observed, the Motorola and Ericson both were out - manoeuvred by NOKIA’s all the three dimensions of strategic agility.

**Table1: Nokia vs. Ericsson and Motorola in early 1990**

<b>Components</b>	<b>NOKIA</b>	<b>ERICSSON</b>	<b>MOTOROLA</b>
Strategic Sensitivity	<ul style="list-style-type: none"> <li>• Mobiles were used as customer-driven opportunity</li> <li>• Huge new opportunities &amp; new operations globally</li> <li>• Convergence of strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on terminal extensions</li> <li>• Fixed customers</li> </ul>	<ul style="list-style-type: none"> <li>• Military usage mainly</li> <li>• Focused on Japanese competition</li> </ul>

Resource Fluidity	<ul style="list-style-type: none"> <li>• Major focus on new operators</li> <li>• Cross-functional &amp; convergence of resources flexibility</li> </ul>	<ul style="list-style-type: none"> <li>• Local Market</li> <li>• Traditional process</li> </ul>	<ul style="list-style-type: none"> <li>• Public sector customers</li> <li>• US-driven diversified electronic groups</li> </ul>
Collective Commitment	<ul style="list-style-type: none"> <li>• Integrated business</li> <li>• Young, well knit team</li> <li>• Survival instinct USSR crises</li> </ul>	<ul style="list-style-type: none"> <li>• Submit advocacy</li> <li>• Senior &amp; experienced teams</li> </ul>	<ul style="list-style-type: none"> <li>• Sub-unit advocacy</li> <li>• Senior &amp; experienced teams</li> </ul>

**Emerging Technological Reflections**

As it can be observed from Fig.5 it's a complete success march for NOKIA from 1996 to 2006, wherein it became the largest supplier of digital cameras embedded in the mobile devices. Right from 2004 onwards, the other applications like audio, video, gaming and entertainment miscellany items were also included – the new trajectory is depicted in Fig.5

Now, Apples' I-pod etc. have got the latest configurations than NOKIA. But Nokia mobile phones of the future (1) and (2) on you Tube have got comparable configurations and Nokia in mobile telephony is world-class and a top market leader – Nokia 97 has secured an eminent position in the world.

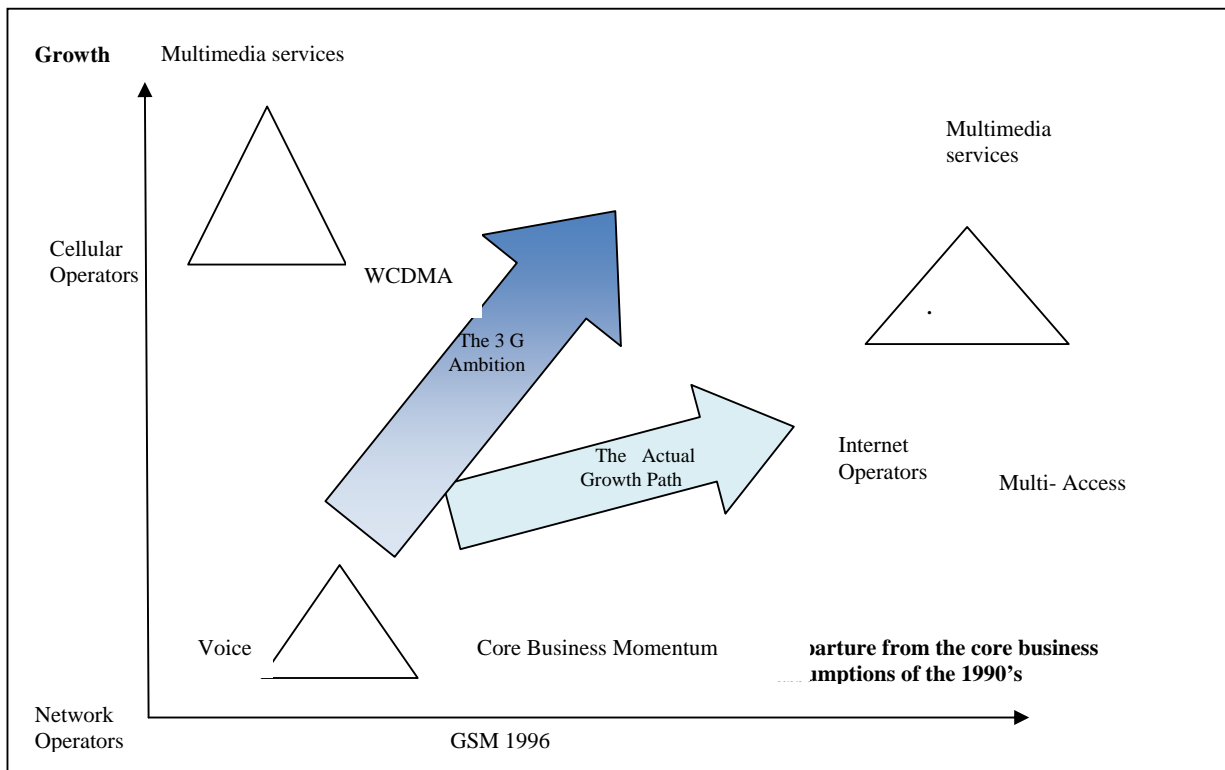


Figure 5: Redirection of Nokia's Core Business and Progressive Growth Trajectory

## **Case Study 2 – IBM as Powerful Growth Engine.**

Another case of ‘strategic agility’ example is decidedly IBM, which is reigning world over as a giant power house in IT business. With over 3, 20,000 employees and revenues of \$91.0 billion, today IBM is the world’s largest information Technology (IT) Company. One of the most dynamic CEO Lou Gerstner, took over during 1993 and had a very ambitious growth –plan for the company – has done well through out.

In Indian context, IBM has re-entered INDIA during 1992 after being pulled out in 1978. And, now it competes with Indian (or World) Tigers companies like INFOSYS, WIPRO, Tata Consultancies and HCL Technologies etc. IBM has a research centre labs (out of eight basic labs) in New Delhi and its 19 offices scattered all over India, including Software lab in Bangalore and Pune, engineering R&D lab in Bangalore, and five data centres, including two brand-new ones. One of its new centre matches the capabilities of the company’s so-called Level III facility in BOULDER, COLO. - the best of the lot. In India the young and talented workforces are doing well and they have to catch with Global IBM and Accenture, according to a top analyst Bill Martorelli of Forrester Research, Boston (USA).

As per IBMs Daksh (Bangalore) CEO, Sanjeev Aggarwal, IBM, BPO (Business Process Outsourcing) is doing well, which the company bought in \$150.00 million in 2004. This is also in consonance with the positive reflections of Mats Ageroi, a tall, enthusiastic Swede, who is the Vice- President for Global Delivery at IBM Global Services in INDIA.

Another revealing fact. IBM recently fired 14,000 service employees in Western Europe, the U.S. and Japan – at the same time fresh hiring is going on in INDIA and Eastern Europe. As per Nandan Nilekani (2008) the talents drawn in the company and the potential of professional is transforming the country with open, wired economy, vast technical software & IT professionals are the towering strength of the emerging India (Engardio,Pete,2007and Hamel,2007).

‘Diversity begets creativity’ and Pigeonholes are for pigeons, not people. Also, operational efficiency is not equal to strategic efficiency. The company’s management processes / practices along with world-culture are few tenets close to the heart of Gerstner, once he wanted to overhaul the IBM for higher productivity. During, the first six years of Gerstner’ tenure IBM had one for more patents (12,773) than any other company in America, and yet it consistently failed to convert this technological process into new businesses. He took the following measures:

- He established EBO (Emerging Business Opportunities) during 2000, for identifying, staffing, funding and tracking new business boundaries across IBM. During a tech boom peaked in 1999 & 2000, IBM’s only produced 1% growth revenues- and this was disturbing to Gerstner.
- In the first 5 years programme, IBM launched 25 new businesses,. He picked up the experienced people from the company only like, Mike Giersch (a vice president of corporate strategy), John Thompson’s a 32 years experienced veteran of the company, Bruce Harreld (IBM’s chief strategist) and Jan Jackman (a general manager of Retail on Demand EBO) – who contributed a lot for improving product-processes and its real throughput / productivity

Pervasive computing EBO was signed up by a team leader – a senior- Rod Adkins.

- The budgetary control was exercised.
- A collective commitment, involving all the people of company were fully engaged, and a sense of pride was inculcated.
- Thus, all the dimensions of ‘strategic agility’ were harnessed to improve the throughput by EBO process.

The saga of IBM’s EBO process offers aspiring management innovators , a number of important lessons learnt are as under (Eningram):-

- **Lesson # 1:** To tackle a systematic problem, you need to understand its deep roots.
- **Lesson #2 :** It is often easier to augment than supplant(Run the new in parallel to old)
- **Lesson # 3:** Commit to Revolutionary goals, but take evolutionary steps as well.
- **Lesson #4:** Metrics are essential – be clear about performance & innovation metrics – the no. of EBO launched, early design / design- review etc definitely brought revenue growth.
- **Lesson #5:** Keep at it – start experimenting in your “own back yard” – where risks are lower.
- **Lesson #6:** Minimize political risks.
- **Lesson #7:** Start with Volunteers.
- **Lesson #8:** Make it a game. Keep it informal and “fun”.
- **Lesson #9:** Iterate- Experiment, learn, finally DO IT. And ‘Over Deliver’(Jack Welch,2005)

### **Case Study 3: Petro-Chemical Industry of India (IPCL)**

This is a live example/incidence of Reliance Company – Petro-chemical Industry of India, during January 2001.As, we know Reliance Industries is the leader in refining capacity going to complete its secondary mtpa(million tons per annum)(600,000 barrels per day – bpd), refinery in 2008-09. As per Petroleum Ministry estimates, country’s refinery capacity will increase fro 135 millions tons per annum (mtpa) about 2.8 million barrels per day) in 2006-07 to 210 to 225 mtpa (about 4.6 million barrels per day) by 2011-12. This expansion would create an exports surplus of refined products between 78 to 93 mtpa by 2011. Otherwise, also, the refinery sector has been India’s top performing product exports of products worth \$11.3 billion in the period of April to October 2006.

Also, Reliance has about a 70% market share in ‘India’s petrochemical market (IPCL – Indian Petrochemicals Corporation Ltd). The author, (Pathak, 2001) was attending a conference at Regent Hotel, Mumbai (India), during January 2001 wherein chief guests were Alvin Toffler & his wife Heidi Toffler from Massachusetts (USA) and Guest of Honour was Anil Ambani (DhiruBhai’s younger son). Alvin Toffler

requested Anil as Guest of Honour to say the success story of IPCL. Anil retorted in one sentence that as per golden policy of the company and his father’s cherished principle – if any new idea has crept in (strategic sensitivity) – we must launch that latest by 30<sup>th</sup> day of the month- we don’t wait more than a month. Otherwise the credential and strategic value of that idea will be lost. His father was irresistible till implementing strategically. I personally feel that, while recalling this it may be, the highest example of ‘Fast strategy’ and ‘Strategic Agility’.

**Some Pitfalls of Strategic Agility**

Most world-class leaders of successful growth companies would readily agree high performance often results from a clear vision & direction, sustained efforts, focused goal, high efficiency, consistent efforts, a strong leadership with a discipline of execution. But, we all also, agree that doing more of the same thing better and better over time – also leads to some mental blocks and complacency, if passion lacks somewhere. If we lack innovative ideas and loose the site of ‘management web 2.0’ and pride in the organization, gradually erosion in the value-system and finally in all the components of ‘strategic agility’.i.e. strategic sensitivity, ‘resource fluidity’ and ‘collective commitments’ takes place. We have to ruthlessly guard this pattern / happening of ‘strategic agility ’turning into‘ strategic paralyses over time- if the companies do not put in place the preventive strategic enablers discussed in the paper. The main toxic side- effects that cause deterioration in strategic agility are depicted in the Fig 6, which is self – explanatory.

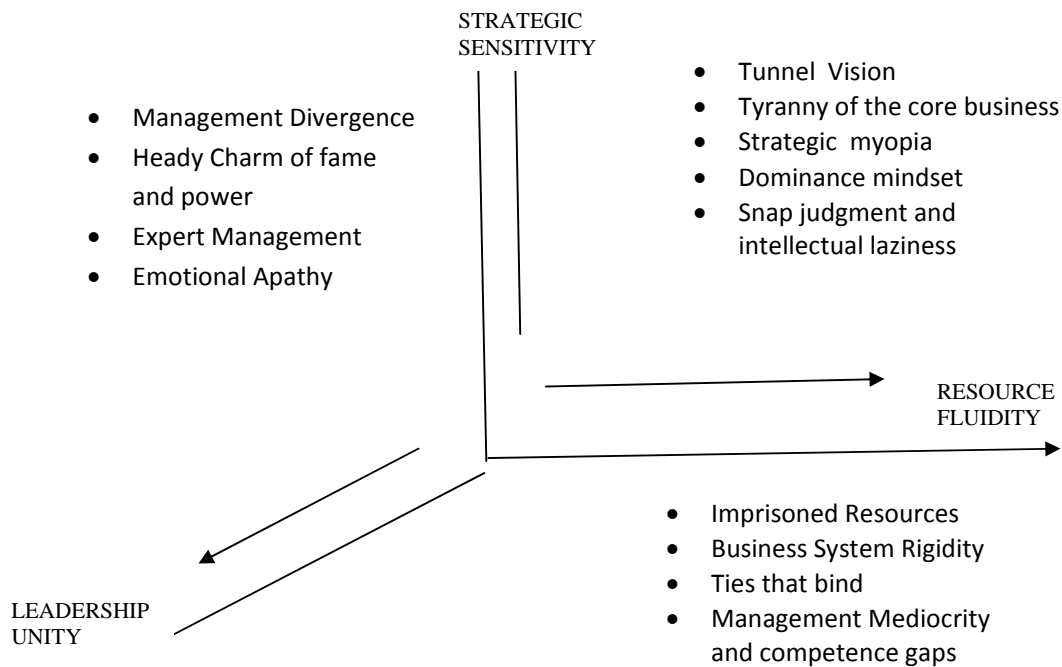


Figure 6: Strategic Agility Easily Turns into Strategic Paralysis over Time.

**Concluding Remarks**

World functions in a non-linear fashion. Thinking on the line that events will take a turn according to our own design and expectations will leave us disappointed as fast pace of technology leaves us in lurch unless bridge by the techniques and infallible tools of ‘Strategic agility’- fast strategy.

Whereas we know organizations do not adapt, the people have to adapt, Convergence of the three dimensions of 'Strategic agility', 'strategic sensitivity', 'resource fluidity' and collective commitments have to be harnessed to influence the 'full power of engagement' rather over –stretch and over- delivering the full potentials of the human capital.

'Fast strategy' and 'strategic agility' tenets help the organizations for achieving overall organizational excellence which decidedly creates enhanced throughput of the products. The customer's co-creation of 'Value system', 'evolvability' and 'experiential learning' cannot be over emphasized. The 'Levers of control' for organizational excellence. And organizational design converge and ushers – in dynamics of the strategic processes as well as mitigate the risk factors obtaining due to external environment (may be internal – company politics or external political or geopolitical etc.). Finally, the management web 2.0 covers all the social as well as technological networks, internet potential, video conferences etc for further improvement of the firms.

The three case-studies of NOKIA, IBM and IPCL have been discussed briefly to bring out the salient ingredients of the 'strategic agility' as well as 'fast strategy'. The various strategic parameters discussed and the lessons learnt brought out will certainly open up new avenues for further research in the field.

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