

**G. P. Hodgkinson and P. R. Sparrow: The Competent Organization: A Psychological Analysis of the Strategic Management Process**

2002, Buckingham: Open University Press (distributed by McGraw-Hill). 432 pages

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This book provides an excellent overview and analysis of the state of the fields of managerial cognition and of the strategic management process. A book like this has long been overdue and so I strongly welcome it. Developments in these fields have created a need for systematizing the new knowledge of these areas and providing a truly comprehensive review. We are fortunate that Hodgkinson and Sparrow took on this daunting task, given their expertise in both managerial cognition and in strategic management, which is evident throughout the book. In the area of managerial cognition this book is without a doubt the most comprehensive. It not only systematizes work that falls into a narrowly defined area of 'managerial cognition' but it also provides an informed and rather comprehensive overview of behavioral decision-making that many scholars in managerial cognition treat as if it were outside the domain of cognitive research. What sets this book apart from others dealing with managerial cognition is that the authors set out to 'demonstrate how the development and application of scientifically sound psychological theory and research can contribute to an understanding of the strategic management process' (p. xiv). Where this book is most outstanding is where that approach dominates, and where the book is at its weakest is where, on occasion, that approach falls by the wayside.

I suppose that it is nearly inevitable that any book which advocates a particular approach finds it necessary to malign their (imagined) opponents. This book is no exception. In the introductory chapter, Hodgkinson and Sparrow claim that they are going against some conventional view. That conventional view places 'too much emphasis on the largely unquestioned assumption that the strategy process is an inherently rational phenomenon' (p. 8). While the literature is no doubt rife with people making similar claims, I would like to challenge anyone to find examples of people who actually say about themselves that they accept this 'largely unquestioned assumption'. It seems to me that, like so many alleged unquestioned assumptions, this one can never be attributed in the first or second person, but is only held by some 'them'. We all know who 'they' are, but would be hard pressed to actually name a name. I am not belaboring this point without cause. I believe that there is an interesting misunderstanding which underlies it; the misunderstanding is about the *role* that rationality plays among its advocates. I do not for a moment believe that the strategic process is inherently rational. What I do believe is that it can be improved if we make conscious efforts to make it less irrational. I provide my students tools to help them make rational analyses, not because I believe that rational decision-making is the commonplace, but because introducing a bit of rational analysis where possible can help. A popular story goes that when Gandhi was asked what he thought about

# Competent Organization A Psychological Analysis Of The Strategic Management Process

**Neal M. Ashkanasy, Celeste P M  
Wilderom, Mark F. Peterson**



## **Competent Organization A Psychological Analysis Of The Strategic Management Process:**

*The Competent Organisation* Hoggkinson, 2002-07-01 Within the field of strategic management there is increasing awareness of the limitations of rational approaches to decision making Managing in a climate of continuous change and uncertainty has turned attention to the role of managerial cognition The Competent Organization explores the nature of cognition in organizations and focuses upon the behaviour and characteristics of top management teams organizational learning and memory distributed cognition and information markets the significance of knowledge management and tacit learning key competencies such as emotional intelligence information searching decision making heuristics creativity intuition and how organizations might be helped to become more cognitively effective This trail blazing book presents a clearly written extensive survey of research about many psychological aspects of strategic analyses It provocatively argues for the existence and practical impact of a strategic competence that integrates rationality intuition emotion and rules of thumb In a world where technological developments are demanding ever faster strategic reactions and where globalization is making markets and organizations more and more complex to understand the psychology of strategizing has become imperative This book will attract and stimulate organizational psychologists strategic management scholars and management consultants as well as corporate learning officers Professor Bill Starbuck Past USA Academy of Management President and Professor at Stern Business School New York the first comprehensive treatment of a newly emerging field of study that uses established psychological and social principles to understand and begin to improve the processes of strategy formulation strategy implementation and organizational learning Reading it was invigorating Professor Susan E Jackson School of Management and Labor Relations Rutgers University A path breaking work comprehensive visionary and accessible Professor Mark Easterby Smith Lancaster University Management School A refreshingly critical perspective on the origins of strategic competence Hodgkinson and Sparrow s knowledge management lens breathes coherence into a fragmented body of work a broad rich overview of the field of managerial and organizational cognition Kathleen Sutcliffe Associate Professor University of Michigan Business School a significant step toward a trans disciplinary understanding of strategic management in this accessible well written book which provides an attractive new vocabulary for understanding how organization competencies are grounded in cognitive processes From the foreword by Anne S Huff University of Colorado at Denver and Cranfield School of Management

**Socio-Cognitive Dynamics in Strategic Processes** Maren S. D. Breuer, 2010 Process related considerations in strategy research and approaches to managerial cognition constitute two highly valuable yet still only limitedly integrated fields of interest in strategic management To fill this void the work starts from a cognitive perspective with the overall aim of examining the emergence of organisational strategies in strategic processes The central research object strategy is thereby conceptualized as shared strategic orientations among an organisation s key actors The existing gap between strategy process research and cognitive strategy research is closed on a conceptual level first by

developing and specifying a socio cognitive perspective on strategic processes In recognition of the central importance of social interactions in this context the focus is then set on a specific core forum for strategic activities i e strategic decision making groups In this the nature and the role of social interactions for the developing strategy related knowledge structures is examined first conceptually leading to the development of a socio cognitive model on strategic decision making in groups followed by a qualitative empirical study in this kind of activity forum With its truly interdisciplinary nature the dissertation is of interest for strategy scholars as it enlarges the pool of knowledge in strategic management both content wise and also method olog ically with the innovative empirical research approach adopted For practitioners contributions are made by detailing the different dimensions of strategic processes and hence sensitizing to important factors for careful overall process designs At the micro level concrete suggestions are derived for composing and instructing strategy teams in such a way as to allow for efficient interchanges during the discussions themselves as well as to enable the effectiveness of these efforts beyond the specific group context and for the performance of the wider organisation

*The Handbook of Organizational Culture and Climate* Neal M. Ashkanasy, Celeste P M Wilderom, Mark F. Peterson, 2010-12-01 In *The Handbook of Organizational Culture and Climate* Second Edition a team of leading international scholars presents the state of the art in the field ten years after the publication of the award winning First Edition Following the Preface by Edgar Schein 33 entirely new chapters document the development and maturing of ideas canvassed in the First Edition and also offer exciting new perspectives on organizational culture and climate This Handbook will be a must have resource for researchers and students in management human resource management organizational behavior industrial and organizational psychology and social psychology

**Uncertainty and Strategic Decision Making** Kristian J. Sund, Robert J. Galavan, Anne Sigismund Huff, 2016-11-14 In this book leading researchers on Managerial and Organizational Cognition consider the foundations of individual and social cognition and their effect on strategic decision making

**Cognition & Strategy** Giovanni Gavetti, William Ocasio, 2015-08-19 This volume has two goals First it intends to attract a representative sample of the most significant empirical and theoretical developments in the field of cognition and strategy Second it intends to take stock of these developments by proposing a preliminary synthesis of the disparate advances in this field

**Research Handbook on Leadership in Healthcare** Naomi Chambers, 2023-09-06 This timely Research Handbook provides a comprehensive and transdisciplinary overview of current research in the field of health leadership Emphasising diverse perspectives and under explored issues it calls for a sustainable future embracing social justice technological innovation and artificial intelligence patient centredness of care and the fair treatment of workers This title contains one or more Open Access chapters

*The Exceptional Manager* Rick Delbridge, Lynda Gratton, Gerry Johnson, 2006 How do businesses go beyond the prescriptive policies and make the shift from the low road of cost to the high road of innovation and value This book presents an analysis of the context and the challenges and offers managers and consultants a range of ideas that are helpful to their companies

*International Abstracts of Human Resources* ,2006      The New Workplace David Holman,2003-02-14 Table of contents  
Long Range Planning Society for Long Range Planning,European Planning Federation,1968      **Individual Differences and Development in Organisations** Michael Pearn,2002-12-30 Developing the talents of everyone comprising an organization is critical to sustainable organizational effectiveness This handbook provides a unique and authoritative review of relevant research theoretical developments and best practices in the management of individual development Drawing on the expertise of renowned specialists and practitioners this book serves as a practical resource for the guidance and support of those whose role it is to assist the professional development of workers      **HRM** Sinikka Vanhala,Merja Kolehmainen,2006      **Annual Review of Psychology** Calvin Perry Stone,2008 Publishes original critical reviews of the significant literature and current developments in psychology      **Forthcoming Books** Rose Arny,2003      **American Book Publishing Record** ,2002      **The British National Bibliography** Arthur James Wells,2002      *Organizational Behavior* Afsaneh Nahavandi,Ali R. Malekzadeh,1999 The very word statistics can induce panic or cynicism and      Strategic Planning and Management Handbook William Richard King,David I. Cleland,1987      **Books in Print Supplement** ,2002  
**Strategic Organizational Communication** Charles Conrad,Marshall Scott Poole,1998

## Whispering the Techniques of Language: An Mental Quest through **Competent Organization A Psychological Analysis Of The Strategic Management Process**

In a digitally-driven earth wherever displays reign great and immediate interaction drowns out the subtleties of language, the profound techniques and psychological nuances concealed within words usually move unheard. Yet, located within the pages of **Competent Organization A Psychological Analysis Of The Strategic Management Process** a interesting literary value pulsing with organic feelings, lies an extraordinary journey waiting to be undertaken. Written by a talented wordsmith, that enchanting opus encourages visitors on an introspective trip, gently unraveling the veiled truths and profound impact resonating within the material of each and every word. Within the mental depths with this moving review, we will embark upon a genuine exploration of the book is key styles, dissect their captivating publishing design, and succumb to the powerful resonance it evokes deep within the recesses of readers hearts.

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