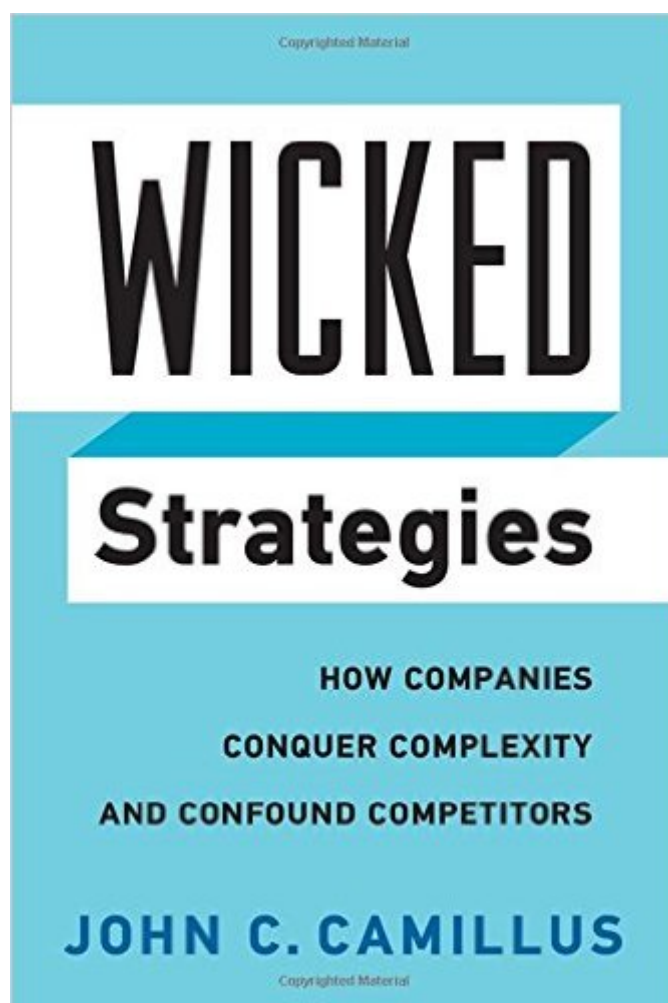


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# Wicked Strategies: How Companies Conquer Complexity And Confound Competitors (Rotman-UTP Publishing)



## Synopsis

In business, some problems are so complex, intractable and threatening to organizationsâ or entire industriesâ that they are best described as âwicked.â • These problems appear to be unsolvable and they render traditional analytical tools of strategy virtually impotent. *Wicked Strategies* offers a comprehensive framework for identifying, responding to and profiting from wicked problems. John C. Camillus, drawing on detailed, real-life examples from companies across the globe, has skillfully woven together the analytical techniques, processes and organizational designs that will enable managers to navigate a disruptive marketplace.Â His feed-forward framework for fashioning wicked strategies empowers firms to presciently transform their business models before they are made obsolete by the competition. *Wicked Strategies* is a practical and evocative guide that demonstrates how business leaders can profitably capitalize on unknowable futures.

## Book Information

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To what does this bookâs title refer? According to John Camillus, âsome problems are so complex, so intractable, and so threatening organizationsâ or entire industriesâ that they are best described as âwicked.â These problems resist easy interpretation or understanding; they pose questions which seem, to observers, to be unsolvable; and, they render traditional analytical tools of strategy virtually impotent, requiring new approaches to analysisâ [The hallmark of a wicked situation is a rapidly transforming business environment in which established models of profitability

and success are undergoing unpredictable threats and sea changes. •What to do? Formulate a strategy that will solve a "wicked problem" in the given situation and then execute it successfully. Camillus again: "Wicked Strategies prepare firms and managers to prevail over paradoxes and to create and profitably exploit disruptions. Wicked strategies are designed to enable firms to achieve two apparently conflicting, yet utterly necessary goals: ensure economic sustainability by positioning a firm to (1) aggressively seek to enhance the competitive advantage of their existing businesses, while at the same time (2) resolutely transform to make the existing businesses obsolete before the context or the competition does it to them." In this context, I am reminded of concept introduced by Vijay Govindarajan in his latest book, *The Three-Box Solution: A Strategy for Leading Innovation*, published by Harvard Business Review. He provides what he characterizes as "a simple framework that recognizes all three competing challenges face that managers face when leading innovation."

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