**Intended and Emergent Strategies pages14-15**

Henry Mintzberg has proposed a model of strategy development that provides a more encompassing view of what strategy actually is According to this model, illustrated in Figure 1.3, a company’s realized strategy is the product of whatever planned strategies are actually put into action (the company’s deliberate strategies) and of any unplanned, or emergent, strategies.In Mintzberg’s view, many planned strategies are not implemented due to unpredicted changes in the environment (they are unrealized).Emergent strategies are the unplanned responses to unforeseen circumstances. They arise from autonomous action by individual managers deep within the organization, from serendipitous discoveries or events, or from an unplanned strategic shift by top- level managers in response to changed circumstances. They are not the product of formal top- down planning mechanisms. Mintzberg maintains that emergent strategies are often successful and may be more appropriate than intended strategies. Moreover, as Mintzberg has noted, strategies can take root virtually wherever people have the capacity to learn and the resources to support that capacity. In practice, the strategies of most organizations are probably a combination of the intended (planned) and the emergent. The message for management is that it needs t o recognize the process of emergence and to intervene when appropriate, killing off bad, emergent strategies but nurturing potentially good ones. To make such decisions, managers must be able to judge the worth of emergent strategies. They must be able to think strategically. Although emergent strategies arise from within the organization without prior planning— that is, without going through the steps illustrated in Figure 1.3 in a sequential fashion top management still has to evaluate emergent strategies. Such evaluation involves comparing each emergent strategy with the organization’s goals, external environmental opportunities and threats, and internal strengths and weaknesses. In addition, Mintzberg stresses that an organization’s capability to produce emergent strategies is a function of the kind of corporate culture that the organization’s structure and control systems foster. In other words, the different components of the strategic management process are just as important from the perspective of emergent strategies as they are from the perspective of intended strategies.

**Strategic Planning in Practice**

Despite criticisms, research suggests that formal planning systems do help managers make betterstrategic decisions. For strategic planning to work, however, it is important that top- level managers plan not just in the context of the current competitive environment but also try to find the strategy that will best allow them to achieve a competitive advantage in the future competitive environment. To try to forecast what that future will look like, managers can use scenario planning techniques to plan for different possible futures.They can also involve operating managers in the planning process and seek to shape the future competitive environment by emphasizing strategic intent.

**Scenario planning**

One reason that strategic planning may fail over the long run is that managers, in their initial enthusiasm for planning techniques, may forget that the future is inherently unpredictable. Even the best- laid plans can fall apart if unforeseen contingencies occur, and that happens all the time in the real world .Scenario planning is based upon the realization that the future is inherently unpredictable, and that an organization should plan for not just one future, but a range of possible futures.

Scenario planning involves formulating plans that are based upon “what if” scenarios about the future. In the typical scenario planning exercise, some scenarios are optimistic and some pessimistic.Teams of managers are asked to develop specific strategies to cope with each scenario. A set of indicators is chosen which are used as “signposts” to track trends and identify the probability that any particular scenario is coming to pass. The idea is to get managers to understand the dynamic and complex nature of their environment, to think through problems in a strategic f ashion, and to generate a range of strategic options that might be pursued under different circumstances. The scenario approach to planning has spread rapidly among large companies. One survey found that over 50% of the Fortune 500 companies use some form of scenario planning methods. The oil company Royal Dutch Shell has perhaps done more than most to pioneer the concept of scenario planning, and its experience demonstrates the power of the approach.Shell has been using scenario planning since the 1980s. Today it uses two main scenarios to refine its strategic planning, which relate to future for oil. Demand One, called “Dynamics as Usual,” sees a gradual shift from carbon uels such as oil, through natural gas, to renewable energy. The second scenario, “The Spirit of the Coming Age,” looks at the possibility that a technological revolution will lead to a rapid shift to new energy sources. Shell is making investments that will ensure the profitability of the company which ever scenario comes to pass, and it is carefully tracking technological and market trends for signs of which scenario is becoming more likely over time.

\*what is the synonym of this words according to passage?

1. **propose**

a)offer b)answer c)reply d)act

2- **encompassing**

a)surround b)remote c)supply d) incomprehensibly

3- **Intentiona**

a)deliberate b) inadvertent c)really d)comperehend

4- **Implement**

a) perform b)realize c) to be engaged in a work d)activity

5- **arise**

**a)**appear b)get up c)sit d) highness

6- **appropriate**

a)successful b)suitable c) awfully d)all right

7- **Combination**

a) separation b) disconnection c) a mixture of things d) pure

8**- intervene**

a) intercede b) autonomous c)free d) semi - independent

9- **internal**

a) outward b) external c) exterior d)interior

10- **survey**

a) question b) quiz c) consider d) incorrectness

\*\*1-what is the purpose of realized strategy that illustrated in paragraph 1?

a)that is imagination of company about of future of company

b)that is product of whatever planned strategies are actually put into action

2- what is the purpose of emergent strategy that illustrated in paragraph 1?

1. Emergent strategies are the unplanned responses to unforeseen circumstances
2. emergent strategies are not often successful and not more appropriate than intended strategies.
3. the strategies of most organizations are probably a combination of the the emergent

3-what is the purpose of scenario planning techniques in paragraph3 ?

a)managers use it to improve the condition of company at present

b) managers can use scenario planning techniques to plan for different possible futures

4-what is purpose of most companys abot their strategies according to paragraph 1?

a)intended strategies

b)planned strategies

**c**)emerge strategies

d) a combination of the intended (planned) and the emergent Sterategies.

**\*\*\***

1-what is the model of strategy that Henry Mintzberg has proposed?

2-what is realized strategy in opinion of Henry Mintzberg?

3-in viewpoint of Henry Mintzberg emergent strategies are often successful ?

4-what is the strategies that organization can use in viewpoint of Henry Mintzberg?

5- For strategic planning to work what must doing top- level managers ?

6-what are doing To managers try to forecast what that future will look like?

7- Can you tell One reason that strategic planning may fail over the long run

**\*\*\*\*please joining synonyms to each other?**

|  |  |
| --- | --- |
| **Approach** | **to be defeated** |
| **Inherently** | **perfect** |
| **Experience** | **Basic** |
| **Optimistic** | **Ranking** |
| **likeliness** | **not succeed** |
| **Fail** | **unpredictable** |
| **demonstrates** | **benefit** |
| **scenario** |  |
| **cope** | **pessimistic** |
| **achieve** | **refine** |
| **Spirit** | **accent force on** |
| **Particular** | **prove** |
| **improve** | **method** |
| **gradual** | **scheme** |
| **Emphasize** | **soul** |
| **first** | **manage** |
| **predict** | **Foress** |
| **unforeseeable** | **involvement in** |
| **advantage** | **step-by-step** |
| **Current** | **Initial** |
| **evaluation** | **Present** |
|  | **individual** |
|  | **Forecast** |
|  | **attain** |
|  | **probability** |

**Thanks**

**Saeed sahabi**

**Mehdie soleimanie**

**Hadi shaban zade**

**Class of Friday10-12**