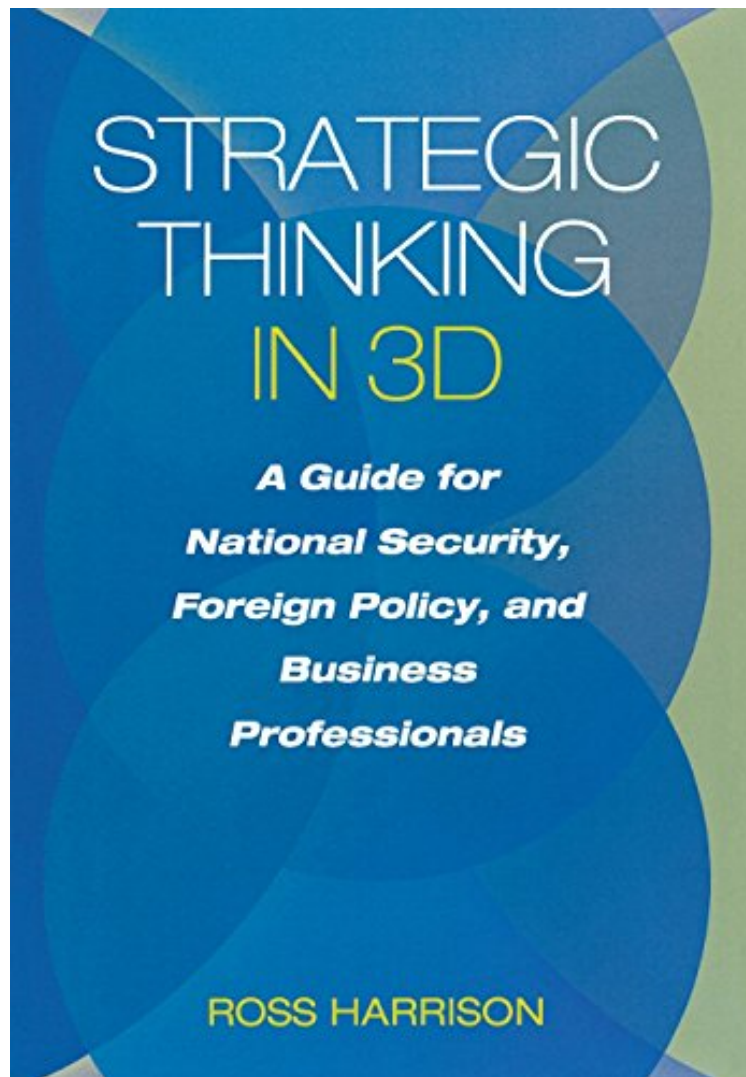


(Download pdf) Strategic Thinking in 3D: A Guide for National Security, Foreign Policy, and Business Professionals

## Strategic Thinking in 3D: A Guide for National Security, Foreign Policy, and Business Professionals

*Ross Harrison*

*audiobook / \*ebooks / Download PDF / ePub / DOC*



DOWNLOAD



READ ONLINE

#1146658 in Books 2013-05-01Original language:EnglishPDF # 1 9.10 x 1.10 x 6.20l, 1.04 #File Name: 1597977063224 pages | File size: 38.Mb

**Ross Harrison : Strategic Thinking in 3D: A Guide for National Security, Foreign Policy, and Business Professionals** before purchasing it in order to gage whether or not it would be worth my time, and all praised Strategic Thinking in 3D: A Guide for National Security, Foreign Policy, and Business Professionals:

2 of 2 people found the following review helpful. Insightful readBy Anthony TodaroStrategic Thinking in 3D" provides useful ways for government and business officials to think about what strategy means for their organizations.

It is particularly useful to the practitioner who needs to think about strategy in an organized and rigorous way. As Ross Harrison lays out early in the book, the word strategy is used loosely, some would say recklessly, by practitioners and laypersons alike. It is oftentimes used to convey something as simple as a good idea or as routine as a plan of action. "Strategic Thinking in 3D" adds rigor to the concept of strategy by arguing that strategy is much more; it is about creating leverage and getting people (and situations) to do what they otherwise wouldn't be inclined to do. Harrison also helps advance the thinking of the strategist by making a distinction between resources and capabilities. He skillfully argues that the strategist needs to not lose sight of capabilities, while also remaining cognizant of the resource constraints of his or her organization. But one of the most interesting parts of the book deals with how organizations need to think about their external environments. He argues that in today's complex world, strategists need to be thinking multi-dimensionally about the threats and opportunities that their organizations face. His breakdown of those environments into systems, opponents and groups is a convenient and powerful mechanism for thinking about strategy. The only real drawback of the book is that the foreign policy examples are drawn almost exclusively from the Middle East. While the author obviously understands this region, the book would have been more universally useful had it drawn from a broader set of cases. But since the cases are used to just reinforce the general concepts, this is not a major failing. Overall the book is insightful and useful for the practitioner of strategy.

TT2 of 2 people found the following review helpful. An analysis of strategic thinking  
By Stan SAs a retired CEO of a large NFP, I found Prof. Harrison's treatment of the very complex subject of strategic planning instructive and enlightening. He has detailed the steps in a logical and understandable manner. His knowledge of international politics and business are used skillfully to illustrate strategic successes and failures. He makes important distinctions between overriding goals, strategic goals, tactics, and the subsidiary steps with discrete markers by which to measure accomplishment toward the overriding goal. His analysis of different ways to compete were not only instructive, but he shows in his analysis of our embroilment in the Middle East how and why it was orchestrated. Everyone involved in making corporate decisions beyond next month should read this book, along with everyone interested in understanding our dilemmas in foreign policy.

2 of 2 people found the following review helpful. Highly versatile and original  
By Julia Sloan  
Highly recommended. In addition to being an insightful and well-written book, Harrison's book is also very versatile -- appropriate for business, policy, and military leaders. He presents a unique view point of strategic thinking that argues for the inclusion of three dimensions: systems, opponents, and groups. Explanations of each dimension are supported throughout the text with relevant examples drawn from corporate and military arenas. Harrison's book makes a much-needed contribution to a crowded field. Excellent.

Effective strategic thinking requires a clear understanding of one's external environment. Each organization has a unique environment, but as Ross Harrison explains in *Strategic Thinking in 3D*, any environment—whether in the fields of national security, foreign policy, or business—has three dimensions: systems, opponents, and groups. Systems strategy involves the challenge of creating leverage against opponents by shaping the external environments they rely on for sustaining their power. Opponents-based strategy requires analyzing a competitor's capability, motivation, and strategy, assessing one's own competitive challenges, and then developing approaches for directly confronting the opponent. Group strategy aims to mobilize political, consumer, and market groups against the power of an opponent. *Strategic Thinking in 3D* makes strategy "portable" for individuals who switch careers multiple times during their professional lives, moving among public, nonprofit, and private sector jobs. Harrison uses al Qaeda's strategy against the United States as a "capstone" case study to demonstrate how strategic success often results from the cascading effect of "wins" in all three of these dimensions. Conversely, strategic failure can come from the mutual reinforcement of "losses" across these same three dimensions. Reinforcing and integrating the concepts, Harrison shows how strategy in 3D actually works in practice.

"I strongly recommend this book to all strategists—it will certainly get you thinking about strategic thinking."—Michael R. Matheny, *Strategos*