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IRLS 564
Reading Reactions

Reading: **How to Implement a New Strategy without Disrupting Your Organization**

“Strategic dreams often turn into nightmares if companies start engaging in expensive and distracting restructurings. It’s far more effective to choose a design that works reasonably well, then develop a *strategic system* to tune the structure to the strategy.”
(100)

Though this statement makes sense, unfortunately, companies who want a new strategy act as if a whole new system needs to be created. Organizations use corporate scorecards and strategy maps at four levels or ‘perspectives’: financial, customer, process, and learning and growth. (103) Within the strategy map, there is a “vertical chain of cause-and-effect relationships that spans the four balanced scorecard perspectives.”

The CLIC would play an enormous role in this strategy, especially in the learning and growth perspective. It is directly connected with knowledge management and how to store, organize, and disseminate the knowledge to those in need.

Kaplan, Robert S. & Norton, David P. (2006). How to implement a new strategy without disrupting your organization [Electronic version]. *Harvard Business Review* (84) 3, 100-109.