

Strategic Intelligence: Conceptual Tools for Leading Change

By Michael Maccoby

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Changes in technology, customer demands, competition, and the social character challenge organizations to innovate and change. How they change depends on their leaders, and their knowledge, and philosophy. To create a better future for organizations and to improve the wellbeing of customers, collaborators and communities, leaders need to be strategic thinkers.

This book describes the qualities of strategic intelligence and provides the conceptual tools that equip leaders to improve and transform organizations in the age of knowledge work. These qualities include foresight, visioning, partnering both within and outside the organization, and engaging and motivating collaborators. To develop these qualities, it is necessary to articulate a leadership philosophy and to gain knowledge of systems, variation, personality psychology, and the theory of knowledge. This book uniquely integrates leadership, personality and organization.

Michael Maccoby has almost unparalleled experience of working with organizations in a wide variety of contexts. He draws his insights from several disciplines - organization theory, psychoanalysis, anthropology; and from working with distinguished and pioneer thinkers. These include the psychoanalyst Erich Fromm; the systems theorist Russell Ackoff; and management pioneer W. Edwards Deming.

A major challenge for leadership today is the transformation of traditional bureaucracies into learning organizations. It can't be done by following formulas or roadmaps. Leaders need the qualities and conceptual tools of strategic intelligence and this book shows them what they must do and provides exercises to develop them.

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Editorial Review

Review

"Maccoby successfully demonstrates that strategic intelligence is essential to transform an organization from a bureaucracy into an agile learning organization poised to capitalize on innovation in the markets of today and tomorrow. Even more usefully, he shows readers how to develop it." -- *Research-Technology Management*

"Beautifully written, rich in ideas, and thought-provoking." -- Judith Spitz, CIO, Verizon

"I think this book is great! It is well-written with emphasis on the importance of companies and their employees being open to learning." -- Salvatore R. Maddi, Professor of Psychology and Social Behavior, University of California

"This book is a nice summary of Maccobys work over several decades but also an additional value added where he adds concepts and tools." -- Berth Jönsson, Former HR VP of Volvo

"This integrates Maccobys personal experiences with the general/teachable lessons he derived from them. The two levels play off each other well and keep the book moving along briskly. The whole builds a multi - layered picture of organizations that fully use human capacity." -- Charles Heckscher, Professor of Labor Studies and Employment Relations, Rutgers University

"We live in a repeating context of unexpected happenings where the practice of strategic intelligence is always under constant demand. The next time I am invited to teach undergraduates or graduate students at the universities in Pittsburgh or elsewhere, I will plan to have lStrategic Intelligence as one of the significant texts to enhance my course on "Leadership Ethics in a global society." -- Carnegie Samuel Calian, President Emeritus, Pittsburgh Theological Seminary

About the Author

Michael Maccoby, *President, The Maccoby Group*

Michael Maccoby is a globally recognized expert on leadership who has advised, taught, and studied leaders of companies, unions, governments, healthcare organizations, and universities in 36 countries. He directed a

research program at Harvard on Technology, Work, and Character from 1970-1990. He has taught at a number of universities including Oxford's Said Business School where he is an associate fellow. For his work in Sweden, he was made Commander of the Royal Order of the Polar Star in 2008. He has a BA and a PhD from Harvard in psychology and anthropology, he studied philosophy as a Woodrow Wilson Fellow at New College Oxford, and is a graduate of the Mexican Institute of Psychoanalysis.

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