Introduction

The following papers presented the main knowledge behind the processual perspective which can be adopted within strategic activity:

- Strategic Thinking – Processual Context
- Strategic Thinking – Processual Content
- Strategic Thinking – Process
- Strategic Thinking – Appreciation
- Strategic Thinking – Informational Views (Part 1 and Part 2).

It was expressed that a processual approach will help reveal a more realistic perspective of organisational strategic change. To achieve this, three key processual dimensions where articulated, covering content, context and process. It is the acknowledgement and combination of all three dimensions that will ensure an holistic yet practical perspective of IST strategic initiative initiation, development and implementation is taken. Within the processual perspective all three dimensions influence and impact on each other.

Discussion

The content dimension covers aspects such as the strategies central objectives, the main frames of thought, the source of the strategy and the anticipation of means of implementation.

The context dimension focuses on the inner and outer contexts of the organisation. More specifically, these contexts can be segregated into evolutionary, situational and organisational.

For the process dimension, concern is drawn towards attempting to capture the dynamics of strategic change, the decision-makers, the timings and actions taken.

Although Pettigrew’s processual model provides a fairly robust mechanism for understanding strategic development and implementation within organisations, it does lack the ability to capture the diversity of decision-making, action-taking and the impact of information movements on the unfolding strategic activity. For these reasons and to help integrate all three dimensions, the use of two sub-models (appreciation and informational) can be adopted.

The appreciative model provides a tool-set to determine the judgements, decisions and action-taking, which is unfolding within the organisation. The use of the appreciative system adopts a more social and less rational perspective of organisational life.

The informational model – utilising the work of Boisot – reveals the continuous intermingling of data and information throughout the strategy processes. This informational perspective is important, as it is the acknowledgement, identification, development, diffusion and usage of information, which drives the strategy processes.
References

Please refer to the individual papers for detail of reference material.