



Point of View

Dear Marketplace Friend,

Welcome back. How was your holiday weekend? **Labor Day.** 'Fess up: did you keep the faith and avoid ALL work-related activities yesterday? Or... did you "cheat" and check your e-mail?

We wanted to set a good example, so we delayed the delivery of this Point of View until today - Tuesday - honoring your "day-off" commitment. Hope you exercised your discipline...

Let's play a game. Following are two statements-of-fact; one is more right than the other:

A. You can achieve anything you want if you believe in yourself, set clear goals, and work hard. *or,*

B. You can achieve many things if you prepare for opportunity, see it, and act on it.

Most savvy business people know that "A" is the right answer... *right?* The science of strategic planning - seasoned with a few doses of Tony Robbins or someone like him - would produce "A" as bumper stickers, to sell at the book table alongside the presenter's literary follow-ups.

According to Columbia Business School professor William Duggan, the better answer is "B." His apologetic for this contrarian position is the substance you'll find in his



book, **Strategic Intuition: The Creative Spark in Human Achievement** (Columbia Business School Publishing; 2007).

His argument, in a nutshell: Instead of setting goals first, it's better to watch for unexpected opportunities with large payoffs that can be seized at low costs. THEN set your goals and do your strategic planning. *The more common perspective - captured in "A" - has it backwards.*

Duggan laces his monograph with myriad examples - from Napoleon to Gates - and paints the value of strategic intuition as the precursor to vision in the classic leadership continuum.

The book paints the profound differences between ordinary intuition (*a feeling or gut instinct that has no clear basis or origin*), expert intuition (*the snap judgments that flow out of years of experience that are situation specific*) and strategic intuition (*clear thought that is slower than the expert variety, but*

draws insight from various spheres and situations to provide a breakthrough insight that is game-changing). All three have value... but **strategic intuition** has set incredible leaders apart through the annals of history.

His observation: business makes progress by following the opportunistic innovation model of strategic intuition, but governments and social causes aim at rigid social goals that reject unexpected opportunity and resist creative transformation.

Entrepreneurs - both marketplace and Kingdom - demonstrate a predisposition toward strategic intuition; bureaucrats - from large business institutions, government and established church and ministry organizations - find it disquieting. These more inflexible models are still laboring to embrace the practice of strategic planning; explosive, world-changing markers like Microsoft and Women's Suffrage succeeded because of someone's strategic intuition. This understanding weaves through **The Master's Program!**

This is the last of our "summer reading" features... but this is a classy way to finish the list!

Bob Shank

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