
Assignment 3

A Report Reviewing the
Paradox of Deliberate Strategy VS Emergent Strategy

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Executive Summary

The objective of this report is to provide an analysis of the theoretical background on the paradox of Deliberate versus Emergent Strategy. Perspectives differ widely in this regard, however the report approach is based on a literature review of four readings within Chapter 3 of the book¹ developed by de Wit & Meyer (2004).

Two initial readings express the each pole in this debate while the second set of readings conveys an additional and broad stimulus to the discussion. This analysis leads on from Syndicate D's presentation of the logic versus creative paradox and attaches eight more building blocks to the main strategy formation activities as discussed in the introduction of this report.

The literature review has also revealed that “these two views of strategy are not contradictory, but complementary” (Mintzberg & Waters, 1985 in de Wit and Meyer, 2005: 105). Our finding reveals that although a paradox currently exists within the Deliberate versus Emergent debate, to understand the entire process of strategy formation and formulation a degree of close co-operation of the two poles must be undertaken. Within the organisational context many people with their own unique perspectives and contributions are involved. Therefore, the most optimal future trend is that deliberate and emerging strategy must blend to optimise strategic behaviour within an organisation.

Concluding the report is a preview into the international perspective of the paradox. Little comparative research is currently available however de Wit and Meyer offer their take on this subject.

The research speaks for itself. We leave the reader to decide on their particular preference and know at the very least that this journey is insightful for you – the management leaders of the future.

¹ *Strategy: Process, Content, Context: an International Perspective*

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