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Henry Mintzberg

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The failure of strategic planning is the failure of formalization-of systems to do better than or even nearly as well as flesh and blood people. It is the

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failure of forecasting to predict
discontinuities, of programming to
provide creativity, of hard data to
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Planners have tended to blame the problems of so-called ‘ strategic planning ’ on a set of ‘ pitfalls ’ —notably the lack of top management support and organizational climates not congenial to planning. But planning may well have discouraged the very support its

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proponents claim to need, and its
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Planning in the research literature as well as my own experiences, that what has been called strategic planning in reality is strategic programming.

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Given the conclusions of Part I, what should be the roles of planning, plans, and planners with respect to strategy making? Around that process (which remains the responsibility of line management) rather than inside of it is the conclusion offered here.

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on the part of a company's upper-level management. Before settling on a plan of action and then determining how to strategically implement it, executives may consider many possible options.

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shape the opportunities they see and
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to take – in other words, Strategic
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H. Igor Ansoff was the prominent reference in the corporate strategy field, especially during the 1960s and 1970s. His bestseller, Corporate Strategy, was the first to give a

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conceptual framework and a tool box to top managers, consultants and scholars. Recognized as the real pioneer of the field, he was seen by Henry Mintzberg as also the leader of the strategic planning school.

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