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Desperately Seeking Synergy - Harvard Business Review

Desperately Seeking Synergy BY MICHAEL GOOLD AND ANDREW CAMPBELL THE PURSUIT OF SYNERGY pervades the management of most large companies. Meetings and retreats are held to brainstorm about ways to collaborate more effectively. Cross-business teams are set up to develop key account plans, coordinate product development, and disseminate best practices.

A can help executives Desperately Seeking Synergy

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Synergy is more than a catchy slogan; it is a real and powerful factor. According to Goold and Campbell (1998), Synergy can also have a dark side if perceptions are off and biases remain unchecked. This is a concern because everyone wants it but may not have the necessary skills to obtain it.

Synergy - Pennsylvania State University

Research suggests that stakeholder investment is maximized when partnerships understand the assumptions held by partners of the benefits to be derived and contributions to be made to the partnershi...

Using the Give-Get Grid to Understand Potential ...

Desperately Seeking Synergy. Harvard Business Review, 76(5): 130-143. [38] Goold, M., Campbell, A., Alexander, M. 1998. Brief Case: Corporate Strategy and Parenting Theory. Long Range Planning ... Harvard Business Review, 67: 61-74. [53] ... 2 140 151 Campbell A and K S Luchs 1992 Strategic synergy Oxford Butterworth University of Maryland ...

34 Gilson S C 1989 Management Turnover and Financial ...

Michael Goold and Andrew Campbell, authors in a Harvard Business Review about synergy, explain how “the pursuit of synergy pervades the management of most companies”. The Quaker Oats management, along with Mr. Smithburg, seems to reason in accordance with Goold and Campbell’s

theory, falling victim to a synergy bias by discussing the ...

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At the end of the 1980s, Goold and Campbell (1987) helped to generate new interest in the subject of management's ability to create value. According to Goold et al. (1994) this ability is manifested in different so-called parenting styles in which the corporate strategic planning and follow-up processes play an important part. While strategic planning and follow-up are emphasized, other parts ...

Parenting styles and value creation: a management control ...

Bartlett, C. A., & Ghoshal, S. (1989). Managing across borders: The transnational solution. Boston: Harvard Business School Press. Google Scholar

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2 Campbell, A., Gold, M., and Alexander, M. 1995. Corporate strategy: the quest for parenting advantage. Harvard Business Review, 73(2): 120-132. Gold M., and ...

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These biases take four forms: 1) the synergy bias, which leads executives to overestimate the benefits and underestimate the costs of synergy; 2) the parenting bias, a belief that synergy will be captured only by cajoling or compelling business ...

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Goold, M. and Campbell, A., "Desperately Seeking Synergy", Harvard Business Review, September-October 1998 Hagel, J. III and Singer, M., "Unbundling the Corporation", Harvard

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Business ...

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Engage, engage, engage! Together we can create the cultural synergy we are so desperately seeking. By being specific to what are expectations are and not being afraid to speak up when one does not understand what it is said, will be the first few steps leading toward the road toward cultural synergy. Works Cited:

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