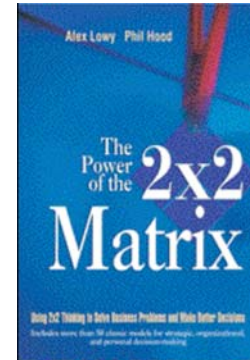


The Power of the 2 x 2 Matrix

Book Overview

Professional managers and consultants of all varieties utilize a representational tool generally referred to as the 2 x 2 matrix. Now this ubiquitous reasoning tool is given its due as the most flexible and portable weapon in the knowledge worker's intellectual arsenal. Drawing on 2 x 2 models drawn from the works of leading consultants, business school profs, social scientists and organizational theorists, Lowy and Hood have provided an invaluable resource for business strategists, professional consultants and teachers.



The book, *The Power of the 2 x 2 Matrix: Using 2 x 2 Thinking to Solve Business Problems and Make Better Decisions* draws on insights from authors such as Stephen Covey, Michael Porter, Peter Drucker, and dozens more, and puts them in a framework that can be used right away. The authors place effective and reliable application of 2 x 2 reasoning within the rich tradition of dialectical thought. Drawing on the work of thinkers from Heraclitus in the 6th century BC through to G.W.F Hegel and modern academics such as Ikujiro Nonaka, they explain the role of dialectical tension in managing and solving complex problems. A selection of more than fifty classic 2 x 2 frameworks is profiled, supported by striking and easy to relate to examples at the individual, organizational and societal levels. Tips and methods are provided for each of the frameworks.

The following 55 matrices are presented in the book:

Strategic

Beyond Customer Led; Discontinuity and the Life Cycle; Customer as Value Manager; Customer Value Analysis; Scenarios; Gartner Magic Quadrant; Portfolio Analysis; Problems and Solutions; Dialectical SWOT Analysis; Market Tipping; Corporate Strategy; Generic Strategy; E-Business Strategy; Global Product Planning; Generic Network Strategy; Mass Customization: The Four Approaches; Attentionscape; Managing Customer Loyalty; Likelihood to Buy; Revenue and Profitability; BCG: Product Portfolio Matrix; Uncertainty-Impact Matrix; Entrance and Exit Strategies

Organizational

Good to Great Matrix of Creative Discipline; Employee Motivation; Alliance Drivers; Team Types; Situational Leadership; The Four Power Players in Knowledge Organizations; T-Group Leadership; SECI; Human Capital; Differentiation and Integration; Means and Ends; The Change Grid; Learning and Change; Similarities and Differences; The Four Realms of Experience; Make versus Buy; Four Square Model; Product and Supply Chain Architecture; Telematics Framework; The Virtue Matrix

Individual

Johari Window; Myers-Briggs Type Indicator (MBTI); Learning Styles Inventory; I'm OK, You're OK: The Four Life Positions; Conflict Mode; Social Styles; Getting it Right; Leadership Coaching; Career Transitioning; Prisoner's Dilemma; Urgency and Importance; Influence and Concern

Selected Endorsements for *The Power of the 2x2 Matrix*

In the Power of the 2 x 2 Matrix, Lowy and Hood present an innovative way to solve an array of complex problems. Based on an extensive review of management classics, the book advocates that qualitative both-and thinking is more effective in the long run than the more fashionable and often easier to define quantitative either-or approach. Applied properly, the 2 x 2 matrix is a most powerful and groundbreaking tool. The book will be extremely useful to consultants, managers and academics committed to conceptualizing new solutions through the successful application of dialectical reasoning.

Ikujiro Nonaka

Co-author of *The Knowledge Creating Company*
Visiting Dean & Professor at the Center for Knowledge and Innovation Research
Helsinki School of Economics and Business Administration

As apologists for the 2 x 2 matrix, we are delighted that Alex Lowy and Phil Hood wrote this book. We applaud them for taking the initiative to organize and prioritize representative models that illustrate the usefulness of 2 x 2 Thinking. Frankly, such a tome is long overdue, and readers will greatly benefit from the insightful selection of 2 x 2s made by Lowy and Hood.

James H. Gilmore & B. Joseph Pine II

Co-authors of *The Experience Economy*

As a downstream result of our workshop with Lowy and Hood, we re-tuned our Vision, Value Proposition, Mission, Goals and Business Strategy (and a whole lot more). We turned the business around using the output as the platform for our drive to the next level of business performance. These ideas are rock solid. I strongly recommend them based on real and positive business impact.

Austen Mulinder

President & CEO

Fujitsu Transactions Solutions Inc.

Lowy & Hood's new book on resolving management dilemmas is wonderfully thought provoking and fun to read. Not only do the authors treat us to a rich collection of insights, wisdom and case examples, but they also provide a framework for how to construct and use 2 x 2 Thinking for decision making and problem solving. This book is destined to become a classic for management decision-making.

Charles Fine

Author of *Clockspeed*

Chrysler LFM Professor of Management

MIT's Sloan School of Management

The 2 x 2 matrix is the simplest expression of contingency. In a complex and dynamic world filled with critical uncertainties the most common strategy is denial. Decision makers are trapped by seeing a linear future, and mislead their organizations by failing to rigorously think through the possibilities. The need to think contingently is what scenario planning is all about and is what the 2 x 2 Matrix makes possible.

Peter Schwartz

Author of The Art of the Long View
Chairman of the Global Business Network

Four decades of developing leaders has convinced me that the tools we rely on most often are simple, relevant, and have purpose. The Power of the 2 x 2 Matrix explains why this is the case, and delivers a unique and timeless collection of many of the best tools the behavioral sciences have to offer today's leader.

Dr. Paul Hersey

Founder & Chairman of the Board
Center for Leadership Studies

In a world of trite management tomes, recycling tired themes, it is indeed refreshing to find a book that discovers a completely original truth. Who would have thought that investigating the familiar 2 x 2 matrix as a generic construct, could reveal profound insights into business strategy and possibly even human thought? I am thankful to Lowy and Hood for unlocking this treasure.

Don Tapscott

Co-author of The Naked Corporation
Chairman of New Paradigm Learning Corporation

Managers are far too prone to leap to the 'answer' often basing their conclusions on poor assumptions or inadequate problem diagnosis. Alex Lowy and Phil Hood have masterfully documented the art of asking the right question. This book should be required reading for any organization coping with the challenge of making critical decisions under conditions of risk or uncertainty.

Paul Wiefels

Author of The Chasm Companion
Managing Director of The Chasm Group, LLC

When Alex Lowy first told me about his and Phil Hood's book, my immediate reaction was; Wow, that's a book I'd like to read! This is a book for those who like me, apply dialectical models all the time, but can never remember what is on the axes of the Johari Window and the BCG matrix. The inventory of 50 plus classic 2 x 2s is a very valuable time saver, and the tips on how to construct them are as relevant to the seasoned consultant as they are to busy corporate executives.

Karl-Erik Sveiby

Author of The New Organizational Wealth
Professor in Knowledge Management
Swedish Business School, Hellsinki