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Desperately seeking synergy, they make unwise decisions and investments. In one international food company that we studied—we'll call it Worldwide Foods—a

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newly appointed chief executive fell...

Desperately Seeking Synergy - Harvard Business Review

Desperately Seeking Synergy. by Michael Goold, Andrew Campbell, x * * * * * \$8.95 x * * * * * ... 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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Desperately Seeking Synergy Harvard Business Review ... 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.

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Desperately Seeking Synergy - Harvard Business Review 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 units to cooperate; 3) the skills bias--the assumption that whatever know-how is required to achieve ...

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Desperately Seeking Synergy BY
MICHAEL GOOLD AND ANDREW
CAMPBELL THE PURSUIT OF SYNERGY

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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

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

Idea - Synergy | The Economist

Cultural synergy is a term coined from work by Nancy Adler of McGill University which describes an attempt to bring two or more cultures together to form an organization or environment that is based on combined strengths, concepts and skills. The differences in the world's

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people are used in such a way that encourages mutual growth by cooperation. In a more general sense, cultural synergy can ...

Cultural synergy - Wikipedia

2 • Gold M., and Campbell, A. 1998. Desperately seeking synergy. Harvard Business Review, 76(5): 131-143. • Kim, W. C., and Mauborgne, R. 2009.

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